

# UN Women

## Multi-Country Portfolio Evaluation of Kazakhstan Multi-Country Office for Central Asia Strategic Note 2014 – 2015

Kazakhstan, Tajikistan and Uzbekistan

### *Final Report*

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*Joseph Barnes, September 2015*

# List of acronyms

<b>B+20</b>	Beijing +20
<b>CA</b>	Central Asia
<b>CEDAW</b>	Convention on the Elimination of all forms of Discrimination Against Women
<b>CO</b>	Country Office
<b>CSO</b>	Civil Society Organisation
<b>CSW</b>	Commission on the Status of Women
<b>DFID</b>	UK Department for International Development
<b>DRF</b>	Development Results Framework
<b>DRR</b>	Disaster Risk Reduction
<b>DTF</b>	District Task Force
<b>DVL</b>	Domestic Violence Law
<b>EVAW</b>	Ending Violence Against Women
<b>GBV</b>	Gender Based Violence
<b>GDG</b>	Global Development and Governance
<b>GE</b>	Gender Equality
<b>GEEW</b>	Gender Equality and Empowerment of Women
<b>GRB</b>	Gender Responsive Budgeting
<b>GTG</b>	Gender Theme Group
<b>HR</b>	Human Rights or Human Resource (depends on context)
<b>JEI</b>	Joint Economic Initiative
<b>JP</b>	Joint Programme
<b>MCO</b>	Multi Country Office
<b>MCPE</b>	Multi Country Portfolio Evaluation
<b>MFI</b>	Micro Finance Institution
<b>NAP</b>	National Action Plan
<b>NGO</b>	Non Governmental Organisation
<b>NPB</b>	National Planning and Budgeting
<b>NWM</b>	National Women's Machinery
<b>OEEF</b>	Operational Effectiveness and Efficiency Framework
<b>OSCE</b>	Organisation for Security and Cooperation in Europe
<b>PLWH</b>	People Living with HIV
<b>RC</b>	Resident Coordinator
<b>RMP</b>	Regional Migration Programme
<b>RO</b>	Regional Office
<b>RoL</b>	Rule of Law
<b>SN</b>	Strategic Note
<b>SRO</b>	Sub Regional Office
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>UN Women</b>	United Nations Entity for Gender Equality and Women's Empowerment
<b>UNCT</b>	UN Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDAF</b>	UN Development Assistance Framework
<b>UNEG</b>	United Nations Evaluation Group
<b>UNPFD</b>	United Nations Partnership Framework for Development
<b>UNPFD</b>	UN Partnership Framework for Development
<b>UNSCR</b>	UN Security Council Resolution
<b>UPR</b>	Universal Periodic Review
<b>VAW</b>	Violence Against Women
<b>WEE</b>	Women's Economic Empowerment
<b>WPP</b>	Women's Political Participation
<b>WPS</b>	Women, Peace and Security

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## Executive Summary

The Multi Country Office (MCO) Strategic Note (SN) is the main planning tool for UN Women's support to normative, coordination and operational work in Kazakhstan, Tajikistan, Uzbekistan and Turkmenistan. The current Strategic Note covers the period 2014-2015. A new Strategic Note is due to be developed starting in August 2015 for the period 2016-2020.

UN Women is a member of the UN Country Team in all countries covered by the MCO, supporting gender mainstreaming across UNCT thematic groups and leading the interagency gender thematic group. In all countries to be covered under MCO evaluation, UNDAF for the cycle 2016-2020 are about to be adopted.

The total planned budget (including non-core to be mobilized) 2014-2015 Strategic Note was US\$ 8,609,233. At the time of the evaluation, the value of the Strategic Note stood at \$7,322,822 (including actual spend in 2014 and secured budgets for 2015). MCO's two largest donors by volume were DFID and UNAIDS. The largest thematic area by budget was Women's Economic Empowerment, accounting for just over \$3 million, or 42 percent of the budget.

Of the four countries covered by the MCO, one is a low-income country (Tajikistan) with a poverty rate reaching up to 38 percent, one is a lower-middle-income country (Uzbekistan) with 22-32 percent poverty rates, and one is an upper-middle-income economy (Kazakhstan) with comparably lower poverty rate of 12-13 percent.

Seasonal migration from Tajikistan and Uzbekistan to Kazakhstan and Russia has increased several times in the past decade: in 2014 Tajikistan was the top recipient of remittances in Asia, at 42 percent of GDP.

In this context, women face multiple forms of discrimination. According to UN Women analysis: Women remain:

- underrepresented in political and economic decision-making (on average women constitute around 17 percent in Parliaments and only 6 percent of legislators);
- more unemployed and underemployed;
- earning up to 50 percent less than men, particularly in the context of vertical and horizontal segregation in the labour markets;
- more concentrated among unpaid family and own-account workers; and
- an 'invisible' workforce within the informal sector of economy with vulnerable legal situation, limited economic abilities, frequent violations of rights and limited access to social and health services.

The Strategic Note sought to establish a comprehensive response through five functions: technical assistance, advocacy, knowledge generation and management, coordination and programming. It was designed to align with the Global Strategic Plan 2014-2017. In terms of the number of activities, the work of the MCO was weighted towards the operational (programming) and normative mandates, with a smaller range of activities undertaken on UN coordination.

Analysis of the Strategic Note and participatory analysis facilitated by the evaluation team revealed a number of theories of change that run beneath the surface of UN Women's interventions in the sub-region. These are especially focused on:

1. Establishing mutually supportive capacity and awareness among partners and/or target groups;
2. Building national and sub-regional alliances of advocates for a particular issue; and
3. Convening multi-stakeholder dialogue.

In addition, the MCO has sought to position itself as a knowledge broker, especially in regard to the provision of knowledge management and communications services in Russian.

The largest programme during the Strategic Note 2014-2015 was the Regional Migration Programme (RMP), implemented in partnership with IOM and funded by DFID. The design of the RMP built on structures and lessons established through the prior Global Democratic Governance (GDG) Programme, and has influenced subsequent work supporting abandoned families funded by the Government of Norway.

This Multi Country Portfolio Evaluation was primarily commissioned by the Multi Country Office (MCO) as a formative (forward-looking) evaluation to **support strategic learning and decision-making for the next Strategic Note**. The evaluation was expected to build this learning on top of a summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

The evaluation had seven specific objectives: to assess the **relevance, effectiveness and organizational efficiency** in progressing towards achievements, support the UN Women MCO to improve its **strategic positioning for sustainable development**, and provide **actionable recommendations** based on the **human rights approach and lessons learned**.

This evaluation covered the MCO's work in **Kazakhstan, Tajikistan and Uzbekistan** during the period **2014-2015**. These are the countries where programme work took place. **Turkmenistan** was excluded from the scope because it is a very new engagement representing less than 1 percent of the total budget. The evaluation considered the UNEG criteria **effectiveness, efficiency, sustainability and sustainability**. It did not evaluate impact (as defined by UNEG).

The evaluation applied a theory-based cluster design. Given the purpose and objectives of the evaluation, a participatory approach was taken that has been heavily influenced by outcomes mapping and outcomes harvesting. Taking such an approach emphasized opportunities for learning whilst still ensuring accountability for outcomes and identifying options for future decision making.

The overall performance of the multi-county portfolio was assessed according to the theory of change stated in the Strategic Note 2014-2015 Development Results Framework and Organizational Effectiveness and Efficiency Framework. To complement the indicators in these frameworks, a Participatory Inception Workshop was conducted in which UN Women staff members from across the sub-region identified indicators of effective relationships with boundary partners.

The evaluation undertook a desk-based portfolio analysis that includes a synthesis of secondary results data. The portfolio analysis was subsequently triangulated through a mixed methods approach that included:

1. Participatory analysis during the Inception Workshop;
2. Consultation with all main stakeholder groups;
3. Field-exit validation discussions of emerging findings, and
4. An independent contribution analysis of the combined evidence.

The evaluation took place within a number of real-world constraints that affected the process and determined the most appropriate evaluation design. As with all evaluation designs, there are also inherent methodological limitations that have implications for the interpretation and use of the findings. Wherever possible these were mitigated through changes to the evaluation design. Inevitably, some limitations and constraints remain. In particular, the evaluation was unable to cover Uzbekistan as substantively as Kazakhstan and Tajikistan.

## Findings

Finding 1: In Kazakhstan, Tajikistan and Uzbekistan, UN Women is the best-positioned entity to support the National Women's Machineries (NWM) in exercising state party's functions. However, in all cases the combined position of the NWM and UN Women largely lacks the necessary strategic influence with the executive and judicial institutions that is required to advance all issues identified by the CEDAW Committee.

Finding 2: Within the period of the current strategic note, UN Women has correctly identified the major challenges involved in UN coordination and normative work. Whilst addressing these is a work in progress, there are good examples – such as the UNPFD in Kazakhstan and the Extended GTG in Tajikistan. Overall, however, UN Women still remains best placed with regard to coordination with similarly sized UN entities, and has scope to develop stronger strategic coordination, especially with UNDP.

Finding 3: Current operational work is individually relevant to both situation analyses and CEDAW concluding observations. UN Women is especially well placed in regard to rural WEE in Tajikistan and Ending Violence Against Women in Kazakhstan. If it is to be strategic, UN Women needs to address the current atomisation of operational work, and develop concrete links between thematic areas, across national borders, and in joint programmes.

Finding 4: Within the scope of its programmes, UN Women has been able to identify and influence the root causes of gender inequality through individuals' awareness, localised programming and high quality implementation processes. Yet, the MCO is not yet geared to sufficiently address – at scale – the negative cultural stereotypes or major structural impediments to women's empowerment identified in CEDAW and its own situation analyses.

Finding 5: Based on WEE, the MCO has demonstrated its ability to largely deliver – and in many cases exceed – the intended outputs. Furthermore, there is good evidence that these are contributing significantly to achieving the intended outcomes. The ambition of these outcomes seems unnecessarily limited and can be extended in future strategic



notes to more transformative aspirations, especially given some of the unexpected positive effects of UN Women's work.

Finding 6: Despite having an overstretched staff team, UN Women has established positive relationships with a broad range of stakeholders. Its support to growing indigenous leadership through guidance and supporting expertise is a key aspect of this. However, given the scope of issues being addressed, the MCO has struggled to maintain momentum on a number of topics outside of specific operational projects, often to the frustration of strategic partners.

Finding 7: The staffing mix of the MCO suggests that it has appropriately identified the greatest needs in terms of organisational capacity. The addition of further support to the communications and knowledge management functions would help maximise this investment, as would a renewed management prioritisation of a performance monitoring and management system for the next strategic note. Given the importance of the State to the achievement of outcomes in the region, the strongest outstanding need relates to the number and geographic posting of senior staff members.

Finding 8: The current strategic note achieved thematic synergies, but was largely unable to realise these in concrete terms. As a result, the MCO has been simultaneously pursuing a large number of relatively isolated initiatives across each of the three mandates and five thematic areas. Significant scope exists for maximising the coordination mandate and knowledge management function to spearhead synergies across the portfolio.

Finding 9: The MCO has developed effective administrative and normative working structures, in addition to successfully delivering the Regional Migration Programme. Even with these achievements, however, the absence of a senior international staff member in Dushanbe and Senior Gender Advisor in Astana represent political barriers to realising greater effectiveness and attracting additional resources.

Finding 10: The strategic note represents good intentions in relation to performance management, and baselines are available for all indicators. However, there is only limited evidence of usefulness of the current arrangements for adaptive management. The next strategic note represents an opportunity to address this whilst simultaneously supporting national monitoring and statistical systems capacities.

Finding 11: Across the region, support for GEEW is articulated and is present in key policies. It is not yet prioritised in terms of budget allocation or political status for the National Women's Machinery.

Finding 12: Gender capacity remains nascent in both civil society and government. Whilst UN Women's relatively short projects have created limitations for capacity development, the MCO has effectively mitigated some of this by maintaining long-term relationships with partners that are not dependent on the presence of specific projects.

Finding 13: All of UN Women's work, and increasingly the work on the UN system, is clearly informed by CEDAW concluding observations. The key challenge remains securing national budgets to advance these norms.

Finding 14: In the cases of group formation – such as Joint Economic Initiatives or the Network of Women Living with HIV – there is clear evidence of women having greater agency over their immediate community. The importance of group formation to supporting women's agency creates a major challenge for the MCO since many of the most vulnerable women (such as domestic workers and migrants) are atomised and without contact with other members of their socially-defined group.

Finding 15: The design and implementation of the strategic note has been fully consistent with human rights principles to the degree allowed by the capacity of the MCO and the national contexts. The opportunity for participation will further benefit through increasing the number and organisation of rights holders groups available to interact with, and the strengthening of multi-stakeholder national platforms for dialogue.

## Conclusions

The conclusions were developed by the evaluation team based on the analysis of findings. This analysis was structured according to the evaluation framework, with one conclusion for each of the main evaluation criteria. Conclusions were subjected to validation by the Evaluation Reference Group and the Regional Evaluation Specialist – a member of the Independent Evaluation Office.

Conclusion 1 (relevance): UN Women MCO is best-positioned to support strengthening of National Women's Machineries, and is aware of the real challenges it faces in improving coordination.

Conclusion 2 (relevance): To become more strategic and influential there is an urgent need to build concrete links between different efforts by exercising leadership of joint programmes and cultivating the institutional relationship with UNDP.

Conclusion 3 (effectiveness): UN Women MCO has consistently delivered outputs and outcomes according to the targets and theories of change in the Development Results Framework. Whilst consistent with the propositions of the CEDAW committee and UNDAF, however, only a small range of the potential 'levers for change' available to the MCO are being explored in reality and with only limited ambition. Extending the investment in knowledge management and communications is the most promising opportunity to build and maintain momentum for change across the portfolio.

Conclusion 4 (efficiency): The evaluation confirms the main priorities recognised by the MCO in the OEEF. The investments being made have demonstrated potential, but not yet realised the full intention of the Strategic Note. Achieving greater organisational effectiveness and efficiency will benefit from increased synergies between interventions.

Conclusion 5 (sustainability): Within the scope of its interventions, UN Women has developed a reputation for high quality processes that support the emergence of new women leaders. At the national level, however, significant challenges remain in securing high-level status for the national women's machinery and state budget commitments to support policy implementation.

Conclusion 6 (human rights): The work of the MCO has been systematic in regard to addressing international normative frameworks and supporting State Parties and other stakeholders to engage in international processes. However, it will remain difficult for UN

Women to fulfil calls for it to act as a bridge between civil society, government and the international community whilst rights holders continue to be atomised.

## Recommendations

The recommendations were developed based upon the evaluation framework, analysis of the conclusions, and discussions held during the exit meetings in each country visited by the evaluation team. They have been subjected to validation by the Evaluation Reference Group.

Recommended Priority 1: UN Women can build on the example of the extended GTG. Focus efforts on becoming an advocate and thought leader for UN joint programmes, recognising and advocating for the comparative advantage of other agencies, and aim to strengthen working relationships with UNDP.

Recommended Priority 2: Within a five-year strategic note the MCO can afford to expand the ambition of future outcomes to embrace some of the structural transformations of the economic and cultural spheres called for by CEDAW.

Recommended Priority 3: Identify the key entry point (strategy) for intervening successfully at different geo-political levels and then use this initial accomplishment to leverage wider changes.

Recommended Priority 4: Develop UN Women's convening and bridging role at the national and sub-regional levels through support to national platforms and intra-regional normative dialogue.

Recommended Priority 5: In accordance with the concluding observations of the CEDAW, UN Women must continue to consider how to best articulate the case for gender equality to power brokers at all levels of governance, including monitoring and evaluation of outcomes.

Recommended Priority 6: Taking a long-term view, the evaluation considers that the balance of competencies in the MCO supports a transition to greater country-level autonomy and capacity. Many of the ambitions for Central Asia work can be achieved through collaboration between country-level offices, whilst the MCO is understandably challenged to realise the same level of political leverage that a country office has.

# 1. Introduction

## 1.1 Description and background of the Strategic Note

The Multi Country Office (MCO) Strategic Note (SN) is the main planning tool for UN Women's support to normative, coordination and operational work in Kazakhstan, Tajikistan, Uzbekistan and Turkmenistan. The current Strategic Note covers the period 2014-2015. A new Strategic Note is due to be developed starting in August 2015 for the period 2016-2020.

Figure 1.1: Map of UN Women MCO Kazakhstan coverage



Key: Blue=Kaz MCO presence, Brown=Intended cross-border work with Country Offices

The UN Women MCO was preceded by UNIFEM Sub-regional office for Commonwealth of Independent States (CIS) until 2011 and by UN Women Sub-regional Office for Eastern Europe and Central Asia (EECA) from 2011 to 2014. The UN Women MCO Kazakhstan (Central Asia) has been operational in Kazakhstan, Tajikistan and Uzbekistan since 2014, and Turkmenistan since May 2015.

The MCO SN is linked to the UN Women Global Strategic Plan 2014-2017, national development plans, and UNDAFs at the country level. The MCO SN supports the following Goals contained in UN Women's Strategic Plan 2014-2017 (see also Annex 9: Alignment with UN Women Strategic Plan priorities):

SG1: Women's leadership and political participation

SG2: Women's economic empowerment

- SG3: Ending violence against women  
 SG4: Women's leadership in peace and security  
 SG5: Mainstreaming gender in national governance systems

At the national level, the Strategic Note Development Results Framework corresponds to UNDAF outcomes and relevant national development plans (see also Annex 10: Correspondence with national frameworks)

*Table 1.1: Correspondence between UN Women Strategic Note and national frameworks*

	<b>Related UNDAF (UN Partnership Framework for Development in Kazakhstan)</b>	<b>Related national development plans</b>
<b>Kazakhstan</b>	Outcome I. Economic and social wellbeing for all	National Development Strategy "Kazakhstan – 2050"
	Outcome III. Effective governance	National Gender Equality Strategy 2006-2016  Law on Migration  Gender Equality Law  Employment Roadmap 2020  Law on Domestic Violence, National Action Plan on Human Rights
<b>Tajikistan</b>	UNDAF Outcome 2.1 - Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions	National Development Strategy 2005-2015  NAP on GE policy implementation 2012-2016  National Labour Migration Strategy for 2011-2015
	Pillar 1, Output 1.3 - Low-income households (also including Tajik labour migrants and their families, and refugees) and women are provided with access to a broad range of micro-credit/financing, legal, and income generation services	Action Plan for implementation of the National Strategy for strengthening women's role in Tajikistan for 2011-2020
	Pillar 1, Outcome 2 - National and local levels of government have the capacity to implement democratic governance practices grounded in international standards and law. Development initiatives are effectively and strategically planned,	National Welfare Improvement Strategy for 2012-2015  Law on Domestic Violence
		State Programme on the Prevention of Violence in the Family for 2014-2023

financed and implemented in an inclusive and participatory manner

Pillar 1, Output 2.6 - Cross-border and regional issues are better managed through increased capacity on conflict prevention and improved cooperation with national and international partners

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<b>Uzbekistan</b>	Outcome1: Economic wellbeing of population, including vulnerable groups, is improved	National Action Plan for the Implementation of Concluding Observations by the CEDAW Committee on the 4th Periodic Report of Uzbekistan (NAP CEDAW) for 2010-2012
	Outcome 2: Social Services Enhanced access to and utilization of relevant, quality essential social services	National Action Plan on the implementation of the recommendations of HRC and international UN Treaty Bodies on the result of consideration of the national reports of Uzbekistan in the field of human rights and freedoms (NAP UPR) for 2014-2016.
	Outcome 4: Governance, Effectiveness, inclusiveness and accountability of governance at the central and local levels enhanced	National Welfare Improvement Strategies 2008-2010 and 2013-2015  National Strategic program to combat HIV infection in the Republic of Uzbekistan for 2013-2017

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UN Women is a member of the UN Country Team in countries covered by the MCO, supporting gender mainstreaming across UNCT thematic groups and leading the interagency gender thematic group in all three countries. In all countries to be covered under MCO evaluation, UNDAF for the cycle 2016-2020 are about to be adopted.<sup>1</sup>

During the life of MCO SN 2014-2015, close cooperation and coordination was envisaged with UN Women Country Office (CO) in Kyrgyzstan (particularly in relation to

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<sup>1</sup> With respect to Kazakhstan, the development of the new UNDAF for 2016-2020 is framed as a UN Partnership Framework for Development (UNPFD), highlighting the intention of the state and UNCT to signal a shift from Kazakhstan being a development assistance recipient to an active development assistance actor. This strong political will is also clearly shown by the Government of Kazakhstan becoming a donor for UN agencies in Kazakhstan: two new UN joint programmes (JPs) are being funded for 2014-2016 by the Government. UN Women is a participating agency in both of them and these resources have enabled the MCO to continue its active work in the area of EAW

implementation of sub-regional programmes, on labour migration) and UN Women Country Office in Afghanistan (on women, peace and security issues).

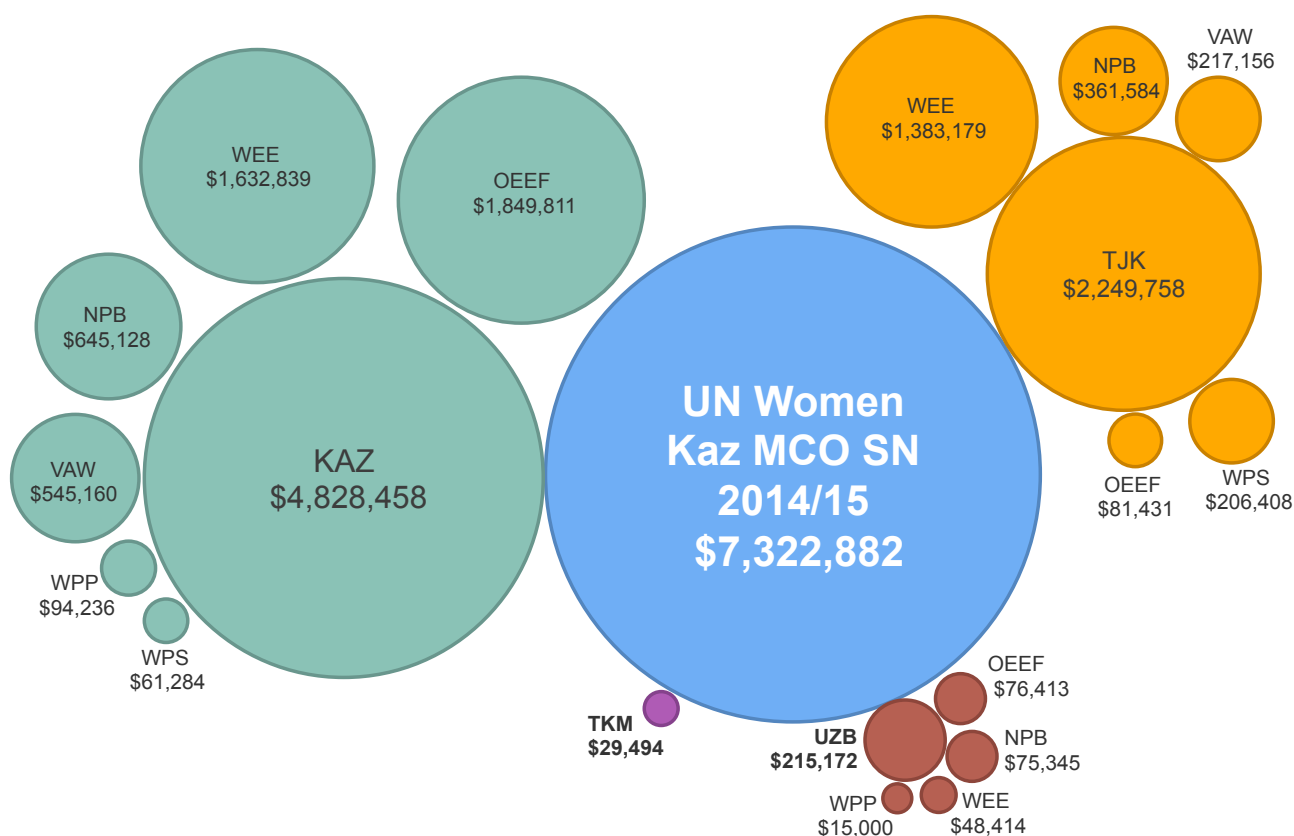
The Strategic Note foresaw that in light of limited donor interest in MCO countries, UN Women would need to consolidate efforts with other UN agencies, particularly specialized ones, to utilize UN Women comparative advantage and act as One UN for gender equality. This was intended to create a platform for influencing the development of the new cycle of UNDAF/UNPFDs by engendering all outcome areas and including a gender equality stand-alone outcome.

## 1.2 Budget

The total planned budget (including non-core to be mobilized) 2014-2015 Strategic Note was US\$ 8,609,233. At the time of the evaluation, the value of the Strategic Note stood at \$7,322,822 (including actual spending in 2014 and secured budgets for 2015). The two largest donors by volume were DFID and UNAIDS. The MCO achieved full utilization of all grants, with no money returned to donors.

The largest thematic area by budget was Women’s Economic Empowerment, accounting for just over \$3 million, or 42 percent of the budget. Whilst the greatest proportion of the budget was allocated to Kazakhstan, this also supported the MCO and regional work – making Tajikistan the largest national programme. The combined budgets for Uzbekistan and Turkmenistan equated to less than the overall MCO spent on Women’s Peace and Security, the second smallest thematic area in financial terms.

Figure 1.2: Distribution of the MCO budget 2014-2015<sup>2</sup>



<sup>2</sup> KAZ MCO OEEF budget includes US\$57,500 TKM OEEF portion



### 1.3 Main activities, programmes and projects

The Strategic Note sought to establish a comprehensive response through five functions: technical assistance, advocacy, knowledge generation and management, coordination and programming. It was designed to align with the Global Strategic Plan 2014-2017 (see Annex 9: Alignment with UN Women Strategic Plan priorities).

The work of the MCO was focused on responding to UN Women’s three core mandates<sup>3</sup>. In terms of the number of activities (see Table 1.3a), the work of the MCO was weighted towards the operational (programming) and normative mandates, with a smaller range of activities undertaken on coordination (primarily Gender Theme Groups, UN Country Team support, and UNDAF design).

The largest programme during the Strategic Note 2014-2015 was the Regional Migration Programme (RMP), implemented in partnership with IOM and funded by DFID. The design of the RMP built on structures and lessons established through the prior Global Democratic Governance (GDG) Programme, and has influenced subsequent work supporting abandoned families funded by the Government of Norway.

Table 1.3a: Mapping Strategic Note 2014-2015 activities to UN Women mandate areas

Country	Kazakhstan	Tajikistan	Uzbekistan
	National Actions Plans on CEDAW concluding observations, UPR recommendations and on Resolution 1325.	Implementation and reporting on CEDAW Concluding Observations (by October 2015) CEDAW implementation and reporting	Implementation of National Action Plans on CEDAW Concluding Observations, UPR Recommendations and Beijing +20 agenda
<b>Normative</b>	Implementation of the amendments to DVL in Kazakhstan  Engendering HIV response  Support updated national MDG report	Development of Domestic Violence Law (DVL) implementation mechanism  Engendering the law on Dekhkan farms  Engendering HIV response	UN Women supported development of the second national report on MDGs

<sup>3</sup> **Normative work:** to support inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, in their formulation of policies, global standards and norms; **Operational work:** to help Member States to implement international standards and to forge effective partnerships with civil society; and **Coordination work:** entails both work to promote the accountability of the United Nations system on gender equality and empowerment of women (GEEW), including regular monitoring of system-wide progress, and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN.














		Supports engendering the new Labour Code and new long term Labor Strategy	
		Engendering Labor Migration Law	
		Supports engendering local development plans to make them responsive to the needs of abandoned women from migrant families	
<b>UN Coordination</b>	UN Women MCO is a member of Kazakhstan's UNCT and chairs the GTG	UN Women MCO is a member of Tajikistan's UNCT and chairs the GTG	UN Women MCO is a member of UNCT in Uzbekistan and chairs the GTG;
	UN Women MCO contributed to the elaboration of the new UN Partnership Strategy (PFD) for Kazakhstan for 2016-2020	UN Development Assistance Framework (UNDAF) for Tajikistan for 2016-2020 REACT Rapid Emergency Assessment and Coordination Team	UN Women MCO contributed to development of UNDAF 2016-2020; Common Country Analysis formulation process;
<b>National programmes</b>	Introduction of temporary special measures in Kazakhstan	Implementation of the State programme and Action plan on prevention of violence in family	Temporary special measures
	Protection of rights of domestic workers	Capacity building of Ombudsperson's Office to undertake gender	National Programme on Women's Entrepreneurship Development (WED)
	Joint programme on effective implementation of domestic violence law in two pilot regions of Kazakhstan	review/analysis of national legislation in compliance with international HR documents	HIV programme
		Women Economic empowerment for	




		abandoned migrant wives	
		UN JP Human Security Trust Fund	
<b>Regional programmes</b>	Regional Migration Programme (domestic workers)	Regional Migration Programme	
	B+20 sub-regional and global consultations for partners in Central Asia	Implementation of the UNAIDS Strategic Framework – “Getting to Zero” – which advances three strategic directions: a)	
	Implementation of the UNAIDS Strategic Framework – “Getting to Zero”	Three strategic directions for UNAIDS Strategic Framework	
	Integration of gender into the post-2015 Disaster Risk Reduction (DRR) global agenda	Peacebuilding Fund – supporting women to participate in conflict prevention and resolution at cross-border area	
<b>Global programmes</b>		“Dushanbe Safe City for All” project (as a part of the Global Safe Cities Initiative)	
		“Gender and Democratic Governance in Development: Delivering Basic Services for Women in Tajikistan” (as a part of the Global programme)	

Table 1.3b: Implementation status of programme activities

<b>Kazakhstan</b>	Regional Migration Programme II (RMP II)	
	Two UN Joint Programmes	
	UBRAF (HIV) programme	
<b>Tajikistan</b>	“Gender and Democratic Governance in Development: Delivering Basic Services for Women in Tajikistan”	

	Regional Migration Programme II (RMP II)	
	Empowering Abandoned women from Migrants' Families in Tajikistan	
	UNHTF project	
	Rule of Law project	
	Dushanbe Safe City for All project	
	UBRAF (HIV) programme	
	Humanitarian assistance in Tajikistan	
<b>Uzbekistan</b>	Women' Economic Empowerment in Uzbekistan (2011-2014)	
	Temporary Special Measures in UZB	
	Programme on Women's Entrepreneur Development in UZB	
	Implementation of CEDAW and UPR	
	HIV programme in UZB	

**Key:**

-  *Completed*
-  *Ongoing*
-  *Adjusted*

In June 2014, the Annual Work Plan was revised to reflect addition of a new outcome for humanitarian assistance to Tajikistan. This was done in a response to natural disasters in Tajikistan in April-May 2014 and an urgent request by the national partners and UNCT to cover needs for gender specific assessment and psychological assistance to rural women in disaster affected areas. The budget for the amended outputs' activities was USD 76,000.

## 1.4 Joint programming

Whilst there is an intention in all countries covered by the MCO to transition towards One UN (as evidenced by discussions with UNCT and RCOs), the implementation of joint programming and joint programmes during the period covered by the Strategic Note was limited.

The Regional Migration Programme was implemented using a pass-through funding arrangement with IOM. UN Women is also engaged in the UN Joint Programme on Human Security in Tajikistan. In Kazakhstan, the Government is supporting the creation of two UN joint programmes at the province level, of which UN Women is a member. None of the countries covered by the MCO have a Joint Gender Programme.

## 2. Background to the evaluation

The work of UN Women is framed by the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), which is often called the “international bill of women’s rights”, and the Beijing Platform for Action, which sets forth governments’ commitments to enhance women’s rights. The spirit of these agreements has been affirmed by the Millennium Development Goals; UN Security Council resolutions on women, peace and security and on sexual violence in conflict; Economic and Social Council agreed conclusions 1997/2 and resolution 2011/5; and the UN System Chief Executives Board for Coordination policy on gender equality and women’s empowerment and its corresponding system-wide action plan.

Evaluation in UN Women is guided by these normative agreements to be gender-responsive and utilizes the entity’s strategic plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. The UN Women Evaluation Policy and the UN Women Evaluation Strategic Plan 2014-2017 are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, Standards for Evaluation in the UN System and Ethical Guidelines.

The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

### 2.1 Purpose

Multi-Country Portfolio Evaluation (MCPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level. The MCPE focuses on the individual and combined success of UN Women’s three core mandates (normative, coordination and operational) in advancing gender equality in the countries covered by the MCO. It uses the Strategic Note as the main point of reference.

This MCPE was primarily commissioned by the Multi Country Office (MCO) as a formative (forward-looking) evaluation to **support strategic learning and decision-making for the next Strategic Note**. The evaluation was expected to build this learning on top of a summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

Table 2.1: Primary intended users and uses of this evaluation

Stakeholding Group	Human Rights Role	Learning and improved decision-making	Accountability for the development effectiveness	Capacity development and mobilisation
UN Women MCO, UN Women RO for ECA and other internal UN Women stakeholders	Tertiary Duty Bearers	★	★	★
National government institutions	Principal Duty Bearers	★	★	★
UN Country Team	Tertiary Duty Bearers	★	★	
Civil society representatives	Tertiary Duty Bearers	★		★
Donors and development partners	Tertiary Duty Bearers	★	★	
Target groups, their households and community members	Rights Holders	★		★
Programme and project partners	Primary and Secondary Duty Bearers	★	★	★
Private sector partners	Secondary Duty Bearers	★		★

## 2.2 Objectives

The evaluation had seven specific objectives:

1. Assess the **relevance** of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
2. Assess **effectiveness** and **organizational efficiency** in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.
3. Support the UN Women MCO to improve its **strategic positioning** to better support the achievement of **sustainable development**, gender equality and women's empowerment.
4. Analyse how **human rights approach and gender equality principles** are integrated in the design and implementation of the Strategic Note.
5. Identify and validate **lessons learned**, good practices and examples of innovation that supports gender equality and human rights.
6. Provide insights into the extent to which the UN Women MCO has realized **synergies** between its three mandates (normative, coordination and operations).
7. Provide **actionable recommendations** with respect to the development of the next UN Women MCO Strategic Note.

## 2.3 Scope

This evaluation covered the MCO's work in **Kazakhstan, Tajikistan and Uzbekistan** during the period **2014-2015**. These are the countries where programme work took place. **Turkmenistan** was excluded from the scope because it is a very new engagement representing less than 1 percent of the total budget. The final coverage of Uzbekistan was substantively reduced compared to the original terms of reference as the original evaluator withdrew from the process following completion of field visits.

The evaluation considered the UNEG criteria **effectiveness, efficiency, sustainability and sustainability**. It did not evaluate impact (as defined by UNEG) as it is considered too premature to reliably assess long-term changes.

UN Women organisational structures and systems outside of the MCO (such as regional architecture) were not within the scope of this evaluation, and have only been referenced where there is a clear implication for the design and implement of the MCO Strategic Note.

Given constrained resources, the evaluation focused primarily on the thematic area of **Women's Economic Empowerment** undertaken by the MCO under the Strategic Note, as well as general support to **normative** policy and **UN coordination**.

Joint programmes and programming is within the scope of this evaluation. Where joint programmes are included in the analysis, the evaluation considers both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.

The evaluation considered the main cultural, religious, social and economic differences between the different countries covered by the evaluation when analysing the contributions of UN Women. It applied the Women's Empowerment Framework (developed by Sara Hlupekile Longwe) as a way to conceptualize the process of empowerment. The five "levels of equality" in the Women's Empowerment Framework include:

1. *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women.
2. *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men.
3. *Conscientisation*, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.
4. *Mobilization*, implementing actions related to the conscientisation of women.
5. *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action

Prior to commencing the evaluation, a basic evaluability review was undertaken. This resulted in work to gather and index secondary evidence.

Table 2.3: Evaluability assessment of the Strategic Note 2014-2015

Data	Avail.	Notes
Baseline data	Medium	Baseline data available on political participation of women in KAZ, TAJ, UZB; Baseline data is available, but limited with respect to WEE in KAZ, TAJ and UZB; No reliable data is available on domestic violence and other forms of VAW in all three countries; Limited data is available on WPS in all three countries; Some baseline data is available on implementation of CEDAW and UPR.
Activity reports	High	UN Women MCO reports UNCT reports
Output results monitoring	Medium	UN Women MCO monitoring and reporting
Outcome results monitoring	Low	UN Women MCO monitoring and reporting
Financial records	High	UN Women MCO and RP reporting
Management reports	High	UN Women MCO reporting
Communications products	High	UN Women MCO communication and independent media reports

## 2.4 Evaluation criteria and priority questions

The evaluation applied UN Women’s model guidance of five MCPE criteria, including a specific criterion on Human Rights and Gender Equality. A total of 29 evaluation questions were posed, with a participatory process involving MCO staff from four countries resulting in 14 priority questions (shown in bold in the table below). The evaluation team focused greatest attention on the priority questions.

**Relevance** – the extent to which strategic choices have maximized UN Women’s comparative advantages in addressing priorities for gender equality and women’s empowerment;

**Efficiency** – the extent to which tactical decisions, organisational structures and management processes add to UN Women’s productive capacity;

**Effectiveness** – the extent to which UN Women has contributed to achieving planned outcomes and mitigating negative externalities;

**Sustainability** – the extent to which positive outcomes can be maintained and advanced independently by local actors;

**Human Rights and Gender Equality** – the extent to which the principles and standards of global human rights norms on gender equality and women’s empowerment are addressed in UN Women’s country portfolio.

Table 2.4: Final evaluation framework, highlighting priority questions

Criterion	Questions
<b>Relevance</b>	Is the portfolio aligned with international gender equality human rights norms?
	To what extent have lessons learned been shared with or informed global normative work and other country offices?
	Is the choice of partners most relevant to the situation of women and

	marginalised groups?
	<b>What contribution is UN Women making to UN coordination on GEEW in the different countries? Which roles is UN Women playing in this field in the different countries?</b>
	Is the portfolio aligned with national policies?
	<b>Is the choice of interventions most relevant to the situation in the target thematic areas?</b>
	<b>Is the thematic focus across the portfolio appropriate?</b>
	Is MCO or country-level programming the most appropriate approach to future designs
	<b>Do interventions target the underlying causes of gender inequality?</b>
	Was the technical design of the Strategic Note relevant?
<b>Effectiveness</b>	To what extent have planned outputs been achieved on time?
	Are interventions contributing to the expected outcomes? For who?
	What unexpected outcomes (positive and negative) have been achieved? For who?
	<b>What has UN Women's contribution been to the progress of the achievement of outcomes?</b>
	<b>Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?</b>
	<b>To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?</b>
	<b>What are the main enabling and hindering factors to achieving planned outcomes?</b>
<b>Efficiency</b>	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?
	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?
	<b>What is UN Women's comparative advantage in the countries covered compared with other UN entities and key partners?</b>
	<b>How can the workload across mandates be prioritised in each country most effectively?</b>
	<b>To what extent does the UN Women MCO management structure support efficiency for implementation?</b>
	Has a Results Based Management system been established and implemented?
<b>Sustainability</b>	<b>Is there national ownership and are there national champions for different parts of the portfolio?</b>
	<b>To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?</b>
	What local accountability and oversight systems have been established to support the continuation of activities?
<b>Human Rights and Gender Equality</b>	What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women in the different countries covered by the MCO?
	To what extent is the portfolio changing the dynamics of power in relationships between different groups?
	<b>Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency</b>



## 3. Context of gender equality and women's human rights

### 3.1 National socio-economic context

The countries making up Central Asia (CA) sub-region range from increasingly prosperous energy and oil/gas exporting economies, like Kazakhstan and Turkmenistan, to landlocked middle-to-low-income countries, like Uzbekistan and Tajikistan. It has a shared history of decades under Soviet rule followed by 20 years of independence. The sub-region has great geopolitical importance to Russia, China, India, followed by US and EU.

Since the collapse of the Soviet Union, diverse socio-economic and political reforms and turbulences have manifested in significant differences within the sub-region. Calls for regional integration have made slow progress. However, the sub-region is open to cooperation with a variety of international and intra-regional organizations: UN, OSCE, Eurasian Economic Community (EurAsEC), <sup>4</sup> Shanghai Cooperation Organization (SCO),<sup>5</sup> NATO, Commonwealth of Independent States (CIS), Collective Security Treaty Organization (CSTO)<sup>6</sup>, All countries in the sub-region still have, as a post-Soviet legacy, a highly centralized decision-making and low political pluralism.

Of the four countries covered by the MCO, one is a low-income economy (Tajikistan) with a poverty rate reaching up to 42 percent, one is a lower-middle-income economy (Uzbekistan) with 22-32 percent poverty rates, and one is an upper-middle-income economy (Kazakhstan) with comparably lower poverty rate of 12-13 percent.<sup>7</sup> Recent economic challenges have included stagnant or declining GDP, fiscal austerity as a result of the global financial and economic crisis, and subsequent negative impacts on incomes, employment (particularly among youth), poverty rates, and access to basic services.

Seasonal migration from Tajikistan and Uzbekistan to Kazakhstan and Russia has increased several times in the past decade: in 2012 Tajikistan was the top recipient of remittances in Asia at 48 percent of GDP.<sup>8</sup> Domestic services provide hundreds of jobs, both in large cities and rural areas. The share of women in domestic work is high: some experts estimations range up to 80 percent. The size of the informal economy size is around 35-33 percent of GDP<sup>9</sup>.

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<sup>4</sup> Under current 2010 MOU with EurAsEC focusing on engendering social and economic policies with particular emphasis on labour migration and domestic work

<sup>5</sup> Partnership with SCO and NATO will be forged through UNRCCA in the area of WPS, counterterrorism

<sup>6</sup> Sharing UN Women's experience and knowledge products on WPS

<sup>7</sup> The MDGs in Europe and Central Asia: Achievements, Challenges and the Way Forward, 2010.

<sup>8</sup> World Bank Migration and Development Brief, 2013.

<sup>9</sup> IMF Working paper. Measuring the Informal Economy in the Caucasus and Central Asia by Yasser Abdih and Leandro Medina, May 2013.

Soviet remnants of social protection and medical insurance have deteriorated. Primary school education remains high (98-99 percent), but quality is a challenge. Under-five child mortality and maternal mortality is high.

In this context, women face multiple forms of discrimination. According to UN Women analysis: women remain:

- underrepresented in political and economic decision-making (on average women constitute around 17 percent in Parliaments and only 6 percent of legislators);
- more unemployed and underemployed;
- earning up to 50 percent less than men, particularly in the context of vertical and horizontal segregation in the labour markets;
- more concentrated among unpaid family and own-account workers; and
- an 'invisible' workforce within the informal sector of economy with vulnerable legal situation, limited economic abilities, frequent violations of rights and limited access to social and health services.

Security is the major political preoccupation in the sub-region. Emerging issues include: radical islamization, extremism and terrorism. The Fergana Valley that shares borders between Uzbekistan, Tajikistan and Kyrgyzstan survived through several ethnic and trans-border local conflicts rooted in Soviet period, and remains fragile due to high rates of poverty, overpopulation, shortage of water and land, access to energy, territorial and border disputes, unemployment, drug trafficking and drug addiction, religious factors, ethnicity, decision-making power.

Whilst the sub-region has low HIV prevalence with injected drug use being the main driver, sexual transmission has shown a tendency to increase in the last decade. Economic insecurity and discrimination fuel HIV transmission. Additionally, concern over climate change is growing because it affects the sub-region's water and energy security and has the potential to lead to political tension unless carefully managed. Climate change issues are closely interwoven with issues of water availability and energy security, severely affecting livelihoods.

### **3.2 Marginalised and vulnerable groups**

Soviet history has left a strong legacy in the sub-region of how equality is conceptualised and addressed. Historical experiences and philosophies of equality are grounded in a class-based movement, rather than interest groups based on social identities. As a consequence, the Soviet workers movement advanced women's social, economic and cultural human rights, leaving no legacy of grassroots feminism. The social normality of women working and occupying positions of authority thus acts to disguise structural marginalisation in the public consciousness.

Women, and particular social groups (especially young people, families of labour migrants, rural women, women with many children, women living with HIV, women living with disabilities, sex workers, and older women) are disproportionately affected by sub-regional challenges including rural poverty, corruption, organized crime, irregular labour migration, drug trafficking, weak rule of law, trafficking in human beings, inter-state disagreements over water and energy, and demographic problems.

Despite legislative reforms, violence against women remains pervasive. Early efforts are underway to address early and forced marriages, polygamy, sexual harassment and violence<sup>10</sup>. Only Kazakhstan and Tajikistan have state services for survivors of violence and these are substantively insufficient: leaving survivors without access to redress and protection, and contributing to impunity.

### 3.4 National policy context

All of the countries have a women's national machinery with varying statuses: in Tajikistan and Uzbekistan it reports to or is headed by the Deputy Prime Minister; in Kazakhstan it is an advisory organ within the Administration of the President State Secretary. In all cases, the national machinery has limited funding, capacity and influence.

All countries in the sub-region ratified CEDAW, with Kazakhstan and Turkmenistan also joining the Optional Protocol. Tajikistan and Kazakhstan adopted laws on gender equality and domestic violence and developed national strategies on gender equality and women's empowerment. The implementation of UNSCRs on WPS and recently adopted CEDAW General Recommendation on WPS is slow in the sub-region; the transboundary tensions in Fergana Valley have deteriorating impact on women's status in the area. Only Tajikistan has adopted a National Action Plan on UNSCR 1325.

Whilst the international commitments of all countries to gender equality are expressed through constitutional law, policies, strategies and legislation, actual implementation lags behind. CEDAW Concluding Observations recommend efforts to introduce temporary special measures, close the wage gap, adopt and enforce legislation to combat various forms of violence, advance gender education and statistics.

With the exception of Turkmenistan, countries covered by the MCO make concerted efforts to collect sex-disaggregated data and regularly report on progress toward the MDGs. Countries have also undergone the first cycle of Universal Periodic Reviews (UPRs), in which UN Women participated.

### 3.5 UN Women MCO

MCO Kazakhstan was formed through the 2013 reorganization of UN Women's regional architecture, transitioning away from being a sub-regional office (SRO) covering 12 countries in the region. As a consequence it completed a human resources alignment exercise.

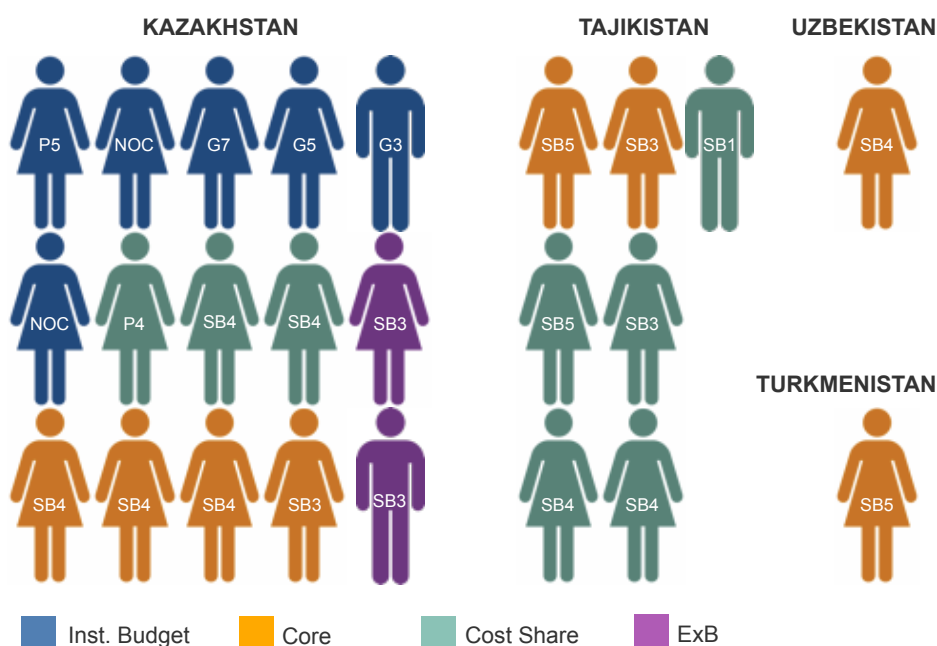
The MCO has full delegation of authority and issues an annual procurement plan in full adherence to UN Women's Programme Operations Manual. It was audited in 2013 as part of corporate audit exercise. The MCO continues to occupy the SRO space in UN premises in Almaty (the main commercial city in Kazakhstan), which the Government of Kazakhstan is planning to replace with a new UN building.

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<sup>10</sup> RMP Phase II started in 2014 has some new focuses for UN Women-led components – addressing protection of women's rights in marriage as a priority related to overcoming negative consequences of labour migration. This includes work in Tajikistan and Kyrgyzstan to develop capacity of judges to apply mediation as alternative family disputes resolution approach. In Tajikistan, a partnership has recently been established with the Council of Justice And its Judicial Training Institute to develop and test a training programme for judges on the family mediation.

UN Women has presence in 4 countries and leads UN Gender Theme Groups in 3 countries. UNDP is largely focusing on increasing women's participation, and women's entrepreneurship. UNICEF concentrates on violence against children, UNFPA on sexual and reproductive rights and maternal mortality, and IOM on trafficking in women. While Kazakhstan enjoys the presence of majority of UN agencies, Tajikistan has presence of specialized agencies: FAO and WFP.

Figure 3.5: MCO Human Resources



### 3.6 International context

Kazakhstan has expressed an aspiration to become a regional hub of multi-lateral diplomacy, and hosts a number of UN and other development and humanitarian actors' regional offices working for Central Asia and Caucasus.

The donor outlook in the sub-region is challenging. Most traditional donors have phased out of Central Asia. Intra-regional emerging donors – Russia<sup>11</sup>, Kazakhstan and Azerbaijan<sup>12</sup> – are expanding their presence. However, challenges in accessing these emerging donors exist due to the policy environment and aid provision mechanisms. Highly centralized governance of private international corporations has, in the past, made it challenging for UN Women to localise gender priority into Corporate Social Responsibility projects and initiatives.

Within this context, the key strategy of the MCO was to: 1) maintain traditional donor partnerships for CA; 2) explore new ones (Japan/Korea); 3) partner with private companies, that signed or may sign the WEP (Nestle, GM in Uzbekistan); and 4) participate in UN Joint programming funding modalities.

<sup>11</sup> Volume of aid provided by RUSAid has increased from 100 mln. dollars in 2004 to 450 mln. dollars in 2012

<sup>12</sup> None of the countries have existing funding facilities to support international development organizations, as concrete mechanisms are being worked out, such as KAZAID, RUSAID.

## 4. Technical design of the Strategic Note 2014-2015

The Strategic Note sought to achieve 16 development outcomes. These were mostly related to WEE (7 outcomes), and EAW and NPB (3 outcomes each). The number of outcomes for each thematic area corresponds to the overall allocation of MCO resources (see Annex 2: Summary of Strategic Note 2014-2015 development results framework).

During a participatory workshop facilitated by the evaluation team, MCO staff members identified the following target groups and intended outcomes for activities undertaken under the Strategic Note 2014-2015.

*Table 4.0: Target groups and intended outcomes identified by UN Women MCO staff*

<b>Work</b>	<b>Target Groups</b>	<b>Intended Outcomes</b>
<b>Beijing + 20</b>	Women and girls; specifically, different groups covered by BPFA	States address priorities; needs of most vulnerable  Vulnerable groups voice their position/concerns  Stronger links among gender advocates in regions
<b>CEDAW + UPR</b>	Vulnerable women and girls, State institution (right-holders and duty-bearers)	Integration of int'l commitments into national policies/priorities  HR treaties enforced, DVL enforced  State services for VAW  TSM enforced (Uzbekistan)
<b>SDG</b>	Rights-holders, duty-bearers	National post-2015 policy & int'l agenda (CA) committed to SDG, implemented and budgeted  Beneficiaries become agents of change
<b>GTG Incl. campaigns, work plan, joint activities, 16 days</b>	General population with focus on women, men, youth	Change in attitudes and cultural stereotypes, awareness raising
<b>UNDAF HR and Gender mainstreaming training for UNDAF focal points from UN agencies (Taj, Kaz)</b>	Women: in rural areas, HIV +, disabled  Women machinery  NGOs	Improved livelihoods  Improved quality of services  Increased capacity of national stakeholders on

	Government agencies	implementation, M&E and reporting of international HR objectives
<b>Joint programming and collaborative action</b>	Rural women's enterprises	Improved livelihood of rural women in Muynak and Kanlykul districts
<b>Aral Sea, HIV/ AIDS, Rule of Law, Trust Fund</b>	HIV+, women at risk, government	Improved national response to HIV/AIDS
<b>WPP</b>	NWM, MPs, women leaders, executive power	More women in decision making posts at high levels
<b>WEE</b>	Vulnerable women (migrants, rural, disabled, low income)  Policy makers (through CB)	Improved livelihoods, better access to quality services, increase in incomes, increase in women's self-esteem
<b>EVAW</b>	Victims, perpetrators, general population with focus on boys and girls	Zero tolerance of VAW, violence free society, awareness of rights, government funding for prevention
<b>WPS</b>	DRR: disaster affected women WPS: general public in conflict-prone areas  Decision makers  Gender activists	Better preparedness of women in risk and conflict mitigation Women's' needs integrated into policies  Increase of women participation in WPS agenda
<b>NPB (National Planning &amp; Budgeting)</b>	Rural women, vulnerable groups,  HIV+, central and local administrations, WNM/ women delegations, NGOs, gender advocates	NPB and local PB gender responsive  HIV+ able to voice needs at policy level CA voice heard at global fora

In developing the Strategic Note, UN Women MCO Kazakhstan sought to apply lessons from previous work, most especially:

- A holistic approach to programming through simultaneous work on promotion of gender equality at policy making, institutional building and community development levels;
- A harmonized approach in using international and national commitments to promote gender equality and women's human rights;
- Facilitation of cross-country and cross-sectoral exchange and networking within MCO coverage and within ECA region for sharing experiences, lessons learnt and knowledge;

- Strategic partnerships with local and international institutions and UN organizations based on synergies of comparative advantages;
- Strengthening coordination, striving for coherency and streamlining of UN agencies' programmes;
- Expanding the role and influence of gender equality advocates covering a wider range of issues at high global inter-governmental level (CSW, ECOSOC, CEDAW and its General Recommendations, MDGs and Beijing+20 reviews, ICPD+20, post-2015 discussions, etc.);
- Generation and effective management of knowledge, documented best practices and resource materials;
- Equipping gender advocates, women's national machinery and national partners with strong arguments on the centrality of gender equality for development effectiveness;
- Communication as a core strategy for achieving results, resource mobilization and increasing visibility.

## 4.1 Boundary partners and intended changes

UN Women contributes to development results through its partnerships with diverse groups of stakeholders. The main partners identified for the Strategic Note 2014-2015 were (see Annex 11: Boundary partners and theories of change).

1. National government structures, including line Ministries (Labour and Social Protection, Agriculture, Interior, Justice, Foreign Affairs, Economic Development, etc.),
2. Women's National Machineries,
3. Parliaments,
4. Municipalities, police, local courts and prosecutor's office,
5. Civil society organizations and their networks,
6. UN Country Teams, UNDP, UNICEF, UNHCR, OHCHR, UNFPA, UNAIDS, IOM, ILO, WB, UNESCO, UNRCCA, UN ECE and UN ESCAP,
7. International NGOs, Soros Foundation, Friedrich Ebert Stiftung, Save the Children,
8. Donors, EC Delegations, embassies and MFAs of Finland, Norway, New Zealand, OSCE, EurAsEC,
9. Confederation of Trade Unions and mass media unions,
10. Private sector and
11. Academia.

As part of the evaluation process, UN Women staff identified the characteristics of effective partnership. These were used to define 'what good looks like' during the evaluation analysis. Some common characteristics included: better leveraging of knowledge, capacity and commitment, collaboration and coordination, engendering goals and targets, allocated funds, gender responsive programming, women's leadership capacity and voice, improved policy documents, interagency trust, interstate communication, joint programming on gender, responsiveness to grass roots, mutual accountability and self-leadership, support to constitutional secular norms in attitudes on women's rights, technical capacity and awareness, use of tools, and promoting women's participation in the process (see Annex 11: Boundary partners and theories of change).



## 4.2 Underlying theories of change

Analysis of the Strategic Note and participatory analysis facilitated by the evaluation team revealed a number of theories of change that run beneath the surface of UN Women's interventions in the sub-region. These are especially focused on:

4. Establishing mutually supportive capacity and awareness among partners and/or target groups;
5. Building national and sub-regional alliances of advocates for a particular issue; and
6. Convening multi-stakeholder dialogue.

In addition, the MCO has sought to position itself as a knowledge broker, especially in regard to the provision of knowledge management and communications services in Russian.

*Table 4.2: How change happens as identified by UN Women MCO staff*

<b>Work</b>	<b>Theories of Change</b>
<b>Beijing + 20</b>	<ul style="list-style-type: none"> <li>• Built alliances</li> <li>• Network is more powerful</li> <li>• Voice women's needs to state parties + technical assistance</li> <li>• State parties policy reflects needs</li> </ul>
<b>CEDAW + UPR</b>	<ul style="list-style-type: none"> <li>• Capacity of duty bearers to understand and apply standards</li> <li>• Implement in policies</li> <li>• Service delivery and accountability for enforcement</li> </ul>
<b>SDG</b>	<ul style="list-style-type: none"> <li>• Tabling gender issues (advocacy)</li> <li>• Others engender work</li> <li>• Engendered national strategies and planning</li> </ul>
<b>GTG</b>	<ul style="list-style-type: none"> <li>• Involvement of partners</li> <li>• Awareness of issues</li> <li>• Change in attitudes and stereotypes</li> </ul>
<b>UNDAF HR and Gender mainstreaming training for UNDAF focal points from UN agencies (Taj, Kaz)</b>	<ul style="list-style-type: none"> <li>• Evidence and technical assistance</li> <li>• Participation</li> <li>• Advocacy</li> <li>• UNDAF targeting improves</li> <li>• Level of support to vulnerable groups increases</li> </ul>
<b>Joint programming and collaborative action</b>	<ul style="list-style-type: none"> <li>• Contribute to existing JPs</li> <li>• Prove usefulness</li> <li>• Integration into future JPs</li> <li>• Improved national response to GEWE</li> </ul>
<b>WPP</b>	<ul style="list-style-type: none"> <li>• Produce evidence and make case for TSM</li> <li>• Introduction of TSM (formal and voluntary)</li> <li>• More women in decision making roles</li> <li>• Decision-making capacity and opportunity</li> <li>• Women orientated policies</li> </ul>
<b>WEE</b>	<ul style="list-style-type: none"> <li>• Policy (evidence + knowledge products)</li> <li>• Institutional capacity (state, finance institutions,</li> </ul>



	private employment agencies)
	<ul style="list-style-type: none"> <li>• Grass Roots (social mobilisation, self organisations, enterprise, services, information)</li> </ul>
<b>EVAW</b>	<ul style="list-style-type: none"> <li>• Statistical data</li> <li>• Awareness (Unite 16 Days Campaign)</li> <li>• JP-EVAW – service standards, advocate local gov, public provision, police/legal capacity</li> <li>• Other UN agencies – services delivery (health)</li> <li>• Zero tolerance to GBV</li> </ul>
<b>WPS</b>	<ul style="list-style-type: none"> <li>• Agree priorities for implementing 1325</li> <li>• Work out best way of implementing</li> <li>• Technical assistance</li> <li>• Policies reflect 1325 commitments</li> </ul>
<b>NPB (National Planning &amp; Budgeting)</b>	<ul style="list-style-type: none"> <li>• Generate knowledge, make knowledge accessible, create platform, built trainers cadre, develop localised methodologies, revise local development plans</li> <li>• HIV+ - enhance dialogue and voice</li> <li>• Intergovernmental – enhance voice of Central Asia</li> </ul>

### 4.3 Results based management

The Strategic Note committed to drawing on lessons and developing a performance management system for 2014-2015. Following on from this, a Monitoring, Evaluation and Research Plan (MERP) for 2014-2015 was developed and baseline documents produced for each country. A number of monitoring field visits were undertaken and donor reports completed and stored on shared storage. Finances have been tracked according to DRF goals and the OEEF. The MCO is not yet connected to a single database of monitoring data that can be queried according to DRF and OEEF indicators. In its place, the MCO has used tools including mid and end of year reviews.

### 4.4 Stakeholder groups and institutions

In accordance with UN Women evaluation norms, the main stakeholders and stakeholding roles were mapped (see also Annex 12: Stakeholders and main contributions). This drew on critical systems heuristics and human rights role analysis, and the results were used to account for the contributions of other agents to the achievement of results, in addition to maximising participation in the evaluation process.

*Table 4.4: Main stakeholders in the Strategic Note 2014-2015*

<b>Systems and human rights roles</b>	<b>Main social groups for SN 2014-2015</b>
Target Groups of rights holders	<ul style="list-style-type: none"> <li>• Women – members of political parties</li> <li>• Women – entrepreneurs (small-scale enterprises, start-up etc.)</li> <li>• Women and girls lacking civil registration and ID documents,</li> <li>• Women and girls in need of social protection</li> <li>• Survivors of domestic violence and those in risk of DV and</li> </ul>

	<ul style="list-style-type: none"> <li>gender-based discrimination,</li> <li>• Labor migrants,</li> <li>• Vulnerable families of labor migrants,</li> <li>• Abandoned families of labor migrants,</li> <li>• Women and girls with disabilities,</li> <li>• Self Help Groups (SHG)</li> <li>• Women's Committee</li> <li>• Women's rights civil society organizations (CSOs)</li> <li>• Women's Watch Groups</li> <li>• Youth (male and female)</li> <li>• Domestic workers (male and female)</li> <li>• HIV positive women and girls</li> </ul>
Principle and primary duty bearers who make decisions and implement the SN	<ul style="list-style-type: none"> <li>• Committee on Women and Family Affairs / National Commission on Women' Affairs and Family-Demographic Policy</li> <li>• Ministry of Economy;</li> <li>• Ministry of Foreign Affairs;</li> <li>• Ministry of Health</li> <li>• Ministry of Interior</li> <li>• Ministry of Justice;</li> <li>• Ministry of Labor</li> <li>• CSOs providing social services</li> <li>• District Task Forces / One Stop Shop Service</li> <li>• Trade Unions</li> <li>• UN Women Responsible Parties</li> <li>• UN Gender Focal Persons from UN and non-UN organizations</li> </ul>
Experts and consultants who have provided technical inputs into the SN	<ul style="list-style-type: none"> <li>• UN Women Regional Office and HQ</li> <li>• Civil Society Advisory Group</li> <li>• UN agencies (UNDP, UNFPA, UNAIDs)</li> <li>• Women – members of political parties</li> <li>• Women's National Machinery</li> </ul>
Representatives of secondary duty bearers and rights holders affected by the SN but not targeted for assistance	<ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Judiciary;</li> <li>• Mass Media</li> <li>• Prosecutor General Office;</li> <li>• Parliament</li> <li>• Rights Holders Groups</li> <li>• Wider population (households of people with disabilities, households in risk of domestic violence, wider households of labor migrants, households of PLWH etc.)</li> </ul>

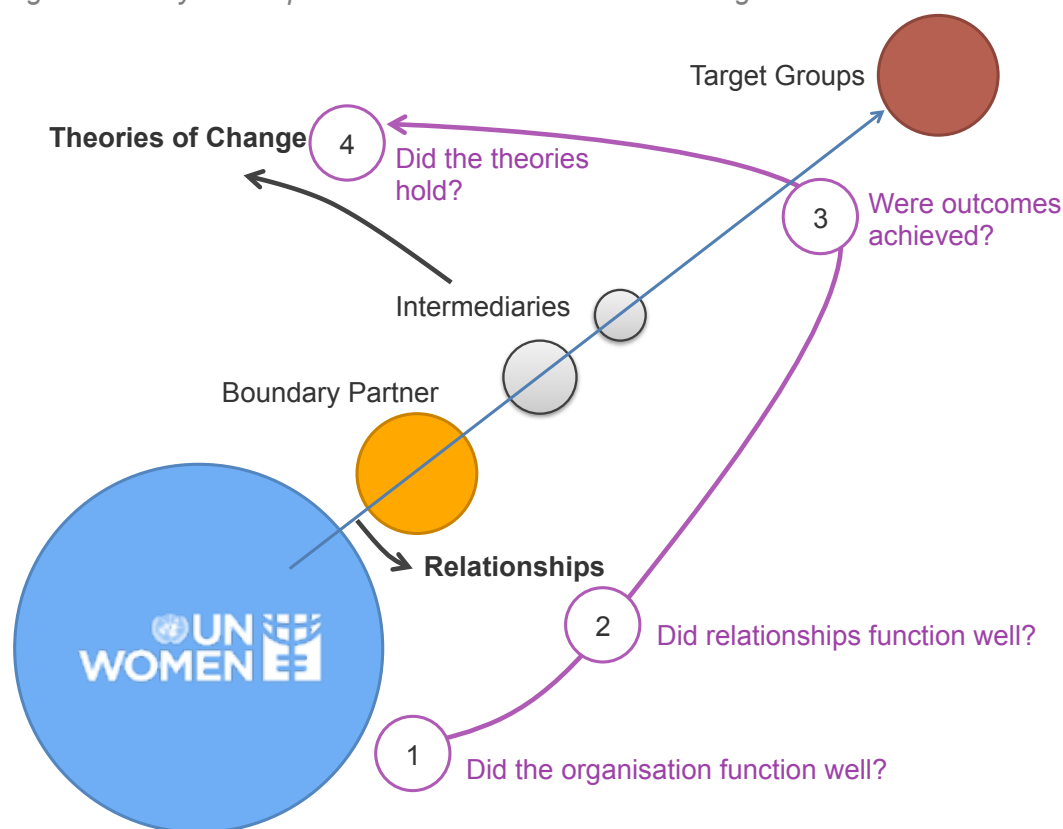
## 5. Evaluation Methods

### 5.1 Evaluation design

The evaluation applied a theory-based<sup>13</sup> cluster design<sup>14</sup>. Given the purpose and objectives of the evaluation, a participatory approach was taken that has been heavily influenced by outcomes mapping and outcomes harvesting. Taking such an approach emphasized opportunities for learning whilst still ensuring accountability for outcomes and identifying options for future decision making.

The overall performance of the multi-county portfolio was assessed according to the theory of change stated in the Strategic Note 2014-2015 Development Results Framework and Organizational Effectiveness and Efficiency Framework. To complement the indicators in these frameworks, a Participatory Inception Workshop was conducted in which UN Women staff members from across the sub-region identified indicators of effective relationships with boundary partners.

Figure 5.1: Stylized representation of the evaluation design



<sup>13</sup> A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

<sup>14</sup> A cluster evaluation assess a large number of interventions by 'grouping' similar interventions together into 'clusters', and evaluating only a representative sample of these in depth.

The evaluation undertook a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework (see annexes) and the Organisational Effectiveness and Efficiency Framework (also in annexes) of the Multi-Country Office. The portfolio analysis was subsequently triangulated through a mixed methods approach that included:

5. Participatory analysis during the Inception Workshop;
6. Consultation with all main stakeholder groups;
7. Field-exit validation discussions of emerging findings, and
8. An independent contribution analysis of the combined evidence.

## 5.2 Methods of data collection and analysis

The evaluation applied an **agreement-based** approach to assessing the strategic position of UN Women. Rather than trying to assess the difference-in-difference between the observed world and a counterfactual, it used the MCO countries as cases and compared these through a configurational analysis. The resulting qualitative analysis sought to identify which factors, and which combinations of factors, are most frequently associated with a higher contribution of UN Women to expected and unexpected outcomes.

The evaluation used the following data collection tools:

- (Group) Interviews;
- Secondary document analysis;
- Observation; and
- Participatory workshop analysis.

Data was recorded in notebook and transferred to evidence tables that tracked the frequency with which different stakeholders raised similar points. Drawing on these tables, the evaluation applied Contribution Analysis to assess the effectiveness of UN Women's multi-country portfolio.

## 5.3 Sampling

To achieve sufficient depth, the evaluation clustered programming, coordination, and policy activities of the Multi Country Office around the thematic areas stated in the UN Women Strategic Plan 2014. Based on these clusters, the evaluation applied a purposive sample based on identifying a thematic area that was:

1. Operational in all countries covered by the MCO (with the exception of Turkmenistan);
2. The most strategically important to the MCO;
3. The richest learning opportunity; and
4. Addressing a knowledge gap.

A sampling frame of MCO interventions was developed (see Annex 3). Based on the above criteria, the MCO in collaboration with UN Women Regional Office for Europe and Central Asia identified Women's Economic Empowerment as the focal thematic area for the evaluation. This resulted in the following sample of Strategic Note interventions for the MCPE.

Table 5.3: Final evaluation sample of Strategic Note interventions

Multi-country programming	Kazakhstan	Tajikistan	Uzbekistan
<b>Economic Empowerment</b>			
Regional migration programme	Protection of rights of domestic workers (part of RMP)	Building capacity of women from families of labour migrants and other vulnerable groups in pilot provinces to engage in and implement economic initiatives jointly with local governments (part of RMP)  Supporting abandoned women  Strengthening knowledge of women with disabilities and survivors of violence regarding social protection and civil registration and capacities to lobby and monitor women's access to social services in Rasht Valley	National Programme on Women's Entrepreneur Development (WED) in Uzbekistan
<b>UN Coordination</b>			
	UN Women MCO is a member of UNCT and chairs the GTG	UN Women MCO is a member of UNCT and chairs the GTG  UN Women MCO contributed to the elaboration of the new UNDAF 2016-2020  UNDAF Evaluation 2010-2015	UN Women MCO is a member of UNCT and chairs the GTG  UN Women MCO contributed to the elaboration of the new UNDAF 2016-2020  UNDAF Evaluation 2010-2015
	UN Women MCO contributed to the elaboration of the new UN Partnership for Development 2016-2020		
<b>Normative</b>			
UN Women MCO supported participation of partners at 59th CSW session in	Technical assistance to the Ministry of Foreign Affairs to initiate a	UN Women MCO supported dialogue to integrate gender into inter-agency Disaster Risk Reduction (DRR)	Implementation of National Action Plans on CEDAW Concluding Observations, UPR

March 2015	process of operations development of		Recommendations and Beijing +20 agenda
UN Women MCO led the Sub-regional consultation for review of the implementation of BPfA in Central Asia, October 2014	a National Action Plan on 1325. UN Women supported the updated national report on MDGs	UN Women MCO supported the Government of Tajikistan to undertake a comprehensive national review of implementation of the 1995 Beijing Platform for Action (BPfA)	UN Women supported development of the second national report on MDGs
UN Women MCO supported Regional consultations for Central Asia and South Caucasus on the post - 2015 framework for Disaster Risk Reduction (Hyogo Framework for Actions 2)		Development of the National programme to enforce the law on prevention of domestic violence	
		Develop National Action Plan (NAP) on implementation of the CEDAW Concluding Observations	
		Advocated to enforce WPS-related commitments by the Government resulted to adoption of NAP 1325	

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## 5.4 Ethics, gender and human rights

The evaluation applied UN Women standards in ensuring protection of participants and respect for confidentiality. At the beginning of each interview or discussion participants were given a brief on the purpose of the evaluation and the proposed use of the information that they shared. The independence of the evaluators (including a representative from the UN Women Independent Evaluation Office) was explained, participants were provided with an assurance of confidentiality and consent was explicitly requested prior to the commencement of the interview.

Group discussions were arranged to include participants with equal power relations. An offer of one-to-one discussions was made so that participants in group discussions could also raise any issues in private if they wished to.

The evaluation applied a gender-responsive approach by using critical systems heuristics and human rights role analysis to examine the structures of political and social control that create gender inequality. Data was collected is analysed in the following ways:

1. Determining the claims of rights holders and obligations of duty bearers;

2. Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives;
3. Comparing with existing information on the situation of human rights and gender equality in the community, country, etc.;
4. Identifying trends, common responses and differences between groups of stakeholders;
5. Integrating into the analysis the context, relationships, power dynamics;
6. Analysing the structures that contribute to inequalities experienced by women, men, girls and boys, especially those experiencing multiple forms of exclusion;
7. Assessing the extent to which participation and inclusiveness (with respect to rights holders and duty bearers) was maximized in the interventions planning, design, implementation and decision-making processes;
8. Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.);
9. Identifying the context behind the numbers and people; and
10. Comparing the results obtained with the original plan.

Furthermore, the evaluation assessed the extent to which sustainability was built into the Strategic Note through the empowerment and capacity building of women and groups of rights holders and duty bearers

A participatory inception workshop, field-visit commencement briefs and field exit presentations supported the real-time validation of emerging findings by evaluation management and national reference groups.

## 5.5 Methodological limitations and process constraints

The evaluation took place within a number of real-world constraints that affected the evaluation process and determined the most appropriate evaluation design. As with all evaluations designs, there are also inherent methodological limitations that have implications for the interpretation and use of the findings. Wherever possible these were mitigated through changes to the evaluation design. Inevitably, some limitations and constraints remain.

*Table 5.5: Limitations, constraints and implications for interpreting evaluation findings*

<b>Limitation/Constraint</b>	<b>Implication</b>
Short lead time for the evaluation recruitment and visits due to needing to fit with wider processes	The portfolio analysis was undertaken during and after the field visits rather than in advance as was intended. The evaluator originally recruited to the assignment was unable to complete the analysis and reporting. The main implication is that all evidence relating to Uzbekistan must now be considered as secondary, and that <b>coverage of Uzbekistan in the evaluation is not as substantive as originally planned.</b>
Reliance on qualitative indicators, evidence and analysis	There is limited data to support the representativeness of findings, so they are more likely to correctly represent what the issues are rather than the relative importance of

different issues compared to each other. Given the purpose of the evaluation and the constraints of the quantitative indicators (and data) in the strategic note, this is preferable to uncertainty over whether the relevant issues have been identified and explained.

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No counterfactual analysis (difference-based design)	The evaluation does not quantify change over time. As a result, it is unable to provide UN Women with a calculation of return on investment. However, it is able to identify where UN Women has contributed to apparent changes, and thus to identify the most promising strategic positioning and compare this to current spending patterns.
Limited participation of duty bearers and rights holders in commissioning, designing and analysing the evaluation	The evaluation achieved a certain level of participation, but was constrained by time. As a result, the findings of the evaluation must still be subject to negotiation between UN Women and national stakeholders – especially representatives of rights holders.
Predominant use of English-language analysis and reporting	The evaluation and analysis draws heavily on human rights language that does not translate directly into Russian or indigenous language, nor legal traditions of equality. Interpretation of the underlying philosophical stance of some findings may thus be challenging and require additional consideration by UN Women MCO experts.

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## 6. Findings

### 6.1 Relevance

**Finding 1: In Kazakhstan, Tajikistan and Uzbekistan, UN Women is the best-positioned entity to support the National Women's Machineries (NWM) in exercising state party's functions. However, in all cases the combined position of the NWM and UN Women largely lacks the necessary strategic influence with the executive and judicial institutions that is required to advance all issues identified by the CEDAW Committee.**

In all of the countries visited, UN Women was clearly positioned as the main partner of the women's national machinery. In addition to this, country and MCO staff have established a track record of support to normative reporting (for example, CEDAW and universal periodic review) and legislation (Domestic Violence Laws in Kazakhstan and Tajikistan) over the course of the Strategic Note.

Whilst UN Women is thus the best placed UN entity to support the development of the Women's National Machinery, there are similar challenges across the sub-region in terms of the status and capacity of national institutions. In all cases, the lead agency for women sits at committee/commission level under the Executive, rather than at ministry level. This is reported as making it challenging to advocate across the government.

An analysis of alignment between UN Women's Strategic Note and the most recent CEDAW concluding observations reveals that all of the MCO interventions are directly relevant to achieving international women's human rights norms and standards (see Annex 13). Across the interviewed stakeholders, MCO work to support a joint Central Asia contribution to Beijing +20 and Post-2015 is also viewed as a significant contribution to raising the profile and sharing the learning of the sub-region at the international level.

In **Kazakhstan**, UN Women is best positioned to support CEDAW concluding observations in terms of developing the National Commission on Women's Affairs, advocating for revisions to Domestic Violence Act, and promoting temporary special measures. It can also build on support to the community of people living with HIV and existing work to advocate for shelter provision to survivors of violence.

By comparison, there is some potential but less track record in awareness raising, working with the legal system, data and statistics, support to older women, and preparation of the next Gender Equality Strategy. The areas in which UN Women is weakest include early/polygamous marriages, trafficking, prostitution, drug users, vocational and technical training, industrial employment, and microfinance.

In **Tajikistan**, UN Women's strengths are in relation to rural services and information provision (through District Task Forces), work on land ownership, management and business, and supporting national policy analysis. Once again awareness raising has potential but has not reached significant scale, as is the case with implementing the domestic violence law and enhancing participation of rural women. UN Women's positioning is least relevant to industrial and service-sector labour markets, legal systems, and political participation.

Underpinning the relevance of UN Women's support to the national machinery, government and the wider women's movement has been its **knowledge management strategy**, especially the translation and publication of global guidance in Russian. Across the sub-region, evaluation participants universally vindicate the decision to invest in knowledge management as a central strategy. This strategy also helps to mitigate organisational constraints by enabling other actors to address issues in CEDAW that UN Women is not best positioned to address.

Knowledge management can also have unexpected positive externalities. It was revealed, for example, that UN Women's research and publishing on the gender implications of economic migration in the sub-regional led to the entity being identified as a relevant partner when DFID was researching the Regional Migration Programme (RMP). The RMP was the largest source of income for UN Women MCO during the current Strategic Note.

To increase the relevance and efficiency of the knowledge function, several stakeholders requested sub-regional specific email updates, with links to countries within the sub-region and resources in Russian (rather than more general information on events taking places across the world). The evaluation also found a strong case for unifying the MCO's website efforts with the Knowledge Gateway ([empowerwomen.org](http://empowerwomen.org)), which does not currently have a Russian version. This has the potential to deliver greater synergies with UN Women's global efforts.

**Finding 2: Within the period of the current strategic note, UN Women has correctly identified the major challenges involved in UN coordination and normative work. Whilst addressing these is a work in progress, there are good examples – such as the UNPFD in Kazakhstan and the Extended GTG in Tajikistan. Overall, however, UN Women still remains best placed with regard to coordination with similarly sized UN entities, and has scope to develop stronger strategic coordination, especially with UNDP.**

UN Women leads the Gender Thematic Group in **Kazakhstan** and is involved in seven other UNCT thematic groups, e.g. Security Management Team (SMT), Inter-Agency Programme Working Group (IAPWG), UN Communications Group (UNCG), Joint UN Team on AIDS, Operations and Management Team (OMT), Youth Theme Group, Technical Group on Emergencies (TGE). UN Women is participating in two area-based joint programmes in Kazakhstan in addition to the 2010-2015 Joint Central Asia Regional Migration Programme. The new UN Partnership Framework for Development (UNPFD) in Kazakhstan has a cross-cutting outcome for gender mainstreaming.

The current **Tajikistan** UNDAF (2010-1015) does not have a specific gender outcome, but gender issues are present at the output level. It is planned to mainstream gender as a cross-cutting issue within all six outcomes of the forthcoming UNDAF. UN Women leads the UNCT Extended Gender Thematic Group in Tajikistan and was substantively involved in Rapid Emergency Assessment and Coordination Team (REACT) and UN Communication Group (UNCG). UN Women participated in two joint programmes including 2010-2015 Joint Central Asia Regional Migration Programme and the 2013-2016 Empowering Communities with Better Livelihoods and Social Protection.

UN Women leads the UNCT Gender Thematic Group in **Uzbekistan** and is substantively involved in other UNCT Thematic Groups, e.g. UN Communications Group (UNCG) as well as in three 'component' groups under the 2010-2015 UNDAF Theme Group: governance group, economic wellbeing group and social services group. UN Women has not participated in joint programs in Uzbekistan, but significant efforts have been made to integrate gender issues into the forthcoming UN joint programmes (such as "Building resilience of communities affected by the Aral Sea disaster through the Multi-partner Human Security Fund for the Aral Sea"). Uzbekistan's UNDAF does not have a specific gender outcome.

The coordination environment was observed to be less than conducive across the sub-region. In some cases, staff members from other entities were not fully familiar with the Delivering as One agenda, in Kazakhstan the UN has to operate across two main locations (Almaty and Astana), and across the sub-region the fundraising environment is extremely challenging.

This context means that advocating for joint programmes is not an easy or straightforward task. Nevertheless, the coordination mandate implies that UN Women might be expected to be at the forefront of efforts to promote gender responsive joint programmes. It was noted that UN Women in all countries does participate in existing joint programmes (and joint programming efforts) in a constructive and valuable way. However, significant scope remains for UN Women to also initiate work on new joint programmes.

Interviews with UN Women staff and current efforts suggest that the MCO and country level staff members are well aware of the challenges relating to UN coordination. The evaluation finds that efforts to enhance the level of representation and the activeness of Gender Theme Groups are highly relevant.

So far, the greatest success in terms of both day-to-day relations and collaborative work appears to be with entities of similar size and presence to UN Women (most especially IOM, but also UNAIDS). It is noticeable, however, that the areas where UN Women most requires partnerships overlap significantly with UNDP. This relationship, especially in Kazakhstan, is not yet as strong as it needs to be and would benefit from focused attention on building active day-to-day working relationships.

The size of the UN in the sub-region means that most agencies and entities do not have specialist gender experts. Instead, gender focal persons tend to be interested and/or the most relevant programme staff. Consequently, gender is not the primary focus of most members of gender theme groups and there are constraints in terms of technical capacity in gender outside of UN Women. Thus, whilst the current emphasis on improving the level of representation in GTGs is appropriate, there is also a need to better articulate the case for committing senior staff resources (including learning opportunities) to gender.

Given the constraints faced by the UN system, the practice of running Extended Gender Theme Groups (including government, donors, and civil society) is especially relevant. This approach is working particularly well in Tajikistan, which provides a useful model for the sub-region. Examples of this approach in action included UN Women's successful attempts to leverage support from Extended GTG members for the shadow CEDAW report and to take over support to OCSE-funded shelters when that entity withdrew.

The Extended GTG approach was also noted as enabling UN Women to maintain partnerships even without a specific project. This is viewed as an important feature for sustainability and ensuring that appropriate parties are identified when opportunities for funded work do arise. Given this experience, the development of the next Gender Equality Strategy in Kazakhstan from 2017 would seem to be a prime opportunity for UN Women to convene and build an effective multi-stakeholder platform in Kazakhstan. Meanwhile, the work of implementing UNDAF remains the best opportunity to continue to enhance UN (and wider) coordination in Tajikistan.

**Finding 3: Current operational work is individually relevant to both situation analyses and CEDAW concluding observations. UN Women is especially well placed in regard to rural WEE in Tajikistan and Ending Violence Against Women in Kazakhstan. If it is to be strategic, UN Women needs to address the current atomisation of operational work, and develop concrete links between thematic areas, across national borders, and in joint programmes.**

The evaluation found that work under the Strategic Note was developed closely with national government stakeholders, the UN system and CSOs. The main areas of work are all relevant to the formal policy environment in addition to the situation analyses that were commissioned by UN Women to support programme design.

The two main focuses of the portfolio in terms of budget have been WEE and EAW. Whilst the evaluation focused primarily on WEE, national stakeholders also addressed UN Women's work on EAW during interviews, and the evaluation team subsequently reviewed EAW documentation to verify this data. Based on an analysis of the theories of change used in both WEE and EAW, it was found these have largely been framed as outcomes from policy processes (i.e. enhance the awareness and capacity of national mechanisms in order to create outcomes for women). By comparison, UN Women's work on National Planning and Budgeting is, in basic terms, aimed at underpinning the work on WEE and EAW.

There has been noticeably less investment in changing political processes themselves (i.e. through WPP). There has also been only minor attention placed on cross-border work within the sub-region or with Afghanistan (with the exception of some cross-border work with Kyrgyzstan).

It was noted throughout the evaluation that the formal policy context does not always reflect the political economy. In this sense, the logic of UN Women's intervention is based on human rights, whereas the political operating context is more concerned with security and economic growth. This includes a significant concern with youth.

The political economy helps to explain why it was easiest to mobilise resources for WEE. Economic growth remains an important entry point for both donors and national governments. It also covers the issue of migration, which is largely economic and an existential feature of the sub-region. Meanwhile, domestic violence seems to have developed as an effective rallying-point for a wider range of stakeholders, and provides a foothold in terms of acknowledging the marginalisation of women.

Looking forward, it is likely to remain the case that WEE will be easiest to fundraise for; and that the 16 Days Campaign and implementing domestic violence legislation will continue to act as common ground for a broad group of stakeholders. Strategically, however, the evaluation considers that it is important for UN Women to determine how to shift work in these thematic areas from instrumental outcomes to transformative changes in women's social and political roles.

For example, WEE is currently being addressed at the micro and meso level (in terms of rural poverty in Tajikistan and migration across the region) but not yet in terms of structural causes (for example, there is scope for more substantive work with the National Investment Committee in Tajikistan<sup>15</sup>). The partnership with the Association of Microfinance Institutions (MFIs) in Tajikistan (AMFOT) started in 2014 provides a starting point for further work on improving support to vulnerable groups by the private sector.

Meanwhile, domestic violence is being addressed at policy level, but not yet translating into implementation. In both these cases, interventions are individually relevant but would be more so if the MCO managed to connect experiences (e.g. using rural WEE projects to support implementation of DVL, and relationship with national law makers from DVL to influence macro economic policy).

At the national level, therefore, scope was found to extend work on EAW and NPB to introduce a wider dialogue that addresses WPP outside of just Kazakhstan and Uzbekistan. At the local level, the role of WEE in supporting the decision-making agency of women can similarly be more vigorously explored.

Meanwhile, WPS (and the intersection with women's leadership) is of great future relevance to KazAID, the proposed Central Asia hub in Almaty, and to cross-border work in general. Analysis of the Regional Migration Programme suggests that regional work has largely been clusters of thematically-connected but operationally-separate country-level work.

According to evaluation participants, cross-border programmes have not been fully explored by UN Women, and offer greater promise in terms of fundraising than regional programmes (especially Tajikistan-Afghanistan and Tajikistan-Kyrgyzstan). Whilst donors are largely funding work based on country allocations and local presence, rather than regionally, they do appear to be interested in cross-border projects between only two countries.

This implies that future success is more likely to lie at country-level with joint programmes that include at least one major entity (UNDP, UNICEF, UNFPA or WFP), than UN Women-specific sub-regional programmes. Given that the most integrated sub-regional intervention has been the normative work for Central Asia, the evaluation finds that the most relevant role for the sub-regional MCO presence is thus to facilitate cross-border programmes between UN Women country-level staff (including enabling shared learning), and supporting teams to lead the push for joint programmes within their countries.

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<sup>15</sup> UN Women provides TA to the WG on women's entrepreneurship under the State Committee.

**Finding 4: Within the scope of its programmes, UN Women has been able to identify and influence the root causes of gender inequality through individuals' awareness, localised programming and high quality implementation processes. Yet, the MCO is not yet geared to sufficiently address – at scale – the negative cultural stereotypes or major structural impediments to women's empowerment identified in CEDAW and its own situation analyses.**

CEDAW concluding observations and UN Women's own situation analyses identify that traditional cultural and religious stereotypes are a significant barrier to gender equality across the sub-region. Part of the challenge faced by UN Women is to develop wider awareness and cultural assimilation of a gender perspective when there is limited history of grassroots feminism among the general population. It was observed from interview data that UN Women has demonstrated some capacity to influence individuals within national structures, but that it is not currently organisationally geared to mobilise a wider movement or social campaign for gender equality.

The UN Women Global Strategic Plan proposes that national gender advocates lead such a popular movement, and this is the intention reflected in the Strategic Note. However, the Strategic Note also identifies the historically centralised governance context in the sub-region. Thus, whilst current normative and operational interventions are designed and implemented with a view to addressing root causes (including stereotypes), they do so framed by the *de jure* tradition in ex-Soviet states by which change starts with official policy. Rather than leading, the evaluation observed that local civil society is predominately positioned as an implementing arm of national policy. It is only the presence of international organisations that ensures a sufficient bridge between the national government and third sector to apply national policy pressure<sup>16</sup>.

Consequently, the evaluation expresses some concern that the current theories of change used in the Strategic Note may be insufficient to fully address the issue of cultural stereotypes, even though they largely reflect the main proposals of the CEDAW concluding observations (which also highlight education and access to services as theories of change). UN Women interventions are currently focused on three main approaches:

- 1) Developing combination of awareness and capacity (for particular groups of duty bearers and rights holders);
- 2) Building alliances of advocates for an issue; or
- 3) Convening dialogue between duty bearers and groups of rights holders and their representatives.

As a result of these theories of change, some progress is being made in relation to specific issues, such as support to women's entrepreneurship in rural Tajikistan. However, the structural conditions that enable the emergence of middle and large women-led businesses are not present and neither are the determinants of economic opportunities in industrial employment (e.g. childcare, harassment) being addressed.

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<sup>16</sup> Here the evaluation notes the historical practice of citizens meeting face-to-face with local politicians in order to raise issues and express concerns. In this sense, the systems of State in the sub-region are expected to perform some of the role that might be expected of organized civil society in a liberal democratic system.



Without a well-organised and powerful women's movement, the only practical means to advance these issues is through the Trade Union movement or direct UN advocacy. The influence of the former has been eroded through the adoption of neo-liberal economic structures, whilst the latter strategy runs counter to UN Women's global strategy of giving preference to national gender advocates. Hence the current theories of change are unlikely to have sufficient leverage on underlying root causes and structural features of gender inequality.

One avenue for tackling structural causes of gender inequality that is identified in CEDAW concluding observations for both Kazakhstan and Tajikistan but not yet addressed by UN Women is the awareness and performance of the legal system (lawyers, courts, police). This would be relevant to both EVAW and WEE (e.g. land). Given the identified socio-cultural barriers, additional theories of change that could be more deeply explored are: 1) group formation and organization, 2) popular agenda setting (e.g. through the mass media and social media), and 3) changing the calculation for political and economic power holders (e.g. around youth).

In terms of current operational interventions, the evaluation only witnessed a very small sample. However, the overall story that can be intimated from secondary and primary evidence is that quality is high, but short-lived projects may be preventing the full manifestation of the potential of these interventions. UN Women is widely recognised for not using blueprints but making interventions appropriate to their context. It is also noted for designing high quality processes that are grounded in human rights principles (inclusion, participation, empowerment). Both of these features can be considered indicative of programming that can successfully identify (and thus address) the root causes of gender inequality.

## 6.2 Effectiveness

**Finding 5: Based on WEE, the MCO has demonstrated its ability to largely deliver – and in many cases exceed – the intended outputs. Furthermore, there is good evidence that these are contributing significantly to achieving the intended outcomes. The ambition of these outcomes seems unnecessarily limited and can be extended in future strategic notes to more transformative aspirations, especially given some of the unexpected positive effects of UN Women's work.**

The Strategic Note 2014-2015 was grounded in the lessons identified in a number of programme-level evaluations from the preceding Strategic Note. These included ensuring that women have access not only to land, but also to other economic resources and agricultural extension services in order to be able to effectively utilize land they control. The results of this can be seen in the design of Joint Economic Initiatives in Tajikistan.

Similarly, the active involvement of women rights holders in programme design, implementation and in decision making processes was a repeated lesson in previous evaluations, and was adopted as a strategy for enhancing ownership in the programme and contributing to sustainability.

The adoption of these lessons is likely to have supported the current performance of the MCO in terms of achieving planned outputs. Based on available data from donor reports, UN Women has exceeded nearly all targets set in relation to WEE programming over the

course of the Strategic Note. The Regional Migration Programme is illustrative of the overall trend.

*Table 6.2a: Achievement of planned outputs by the Regional Migration Programme*

<b>Output</b>	<b>Target</b>	<b>Achieved</b>	<b>Achievement</b>
Capacity of gender advocates and state parties: state and non-state actors (by sex) trained	TJ – 60 (M30/F30)	TJ 1,225 (M776/F449)	<b>2000%</b>
	KZ – 80 (M40/F40)	KZ 322 (M246/F76)	<b>400%</b>
Specific programmes and laws on WEE: policies changed and new structures and referral mechanisms created among state, public and private stakeholders	TJ – 2	TJ 3	<b>150%</b>
	KZ – 3	KZ - 2	<b>67%</b>
Rural access to legal aid, microfinance, and economic opportunities: vulnerable families assisted by the project who gained access to services that aim to improve their livelihoods and income in targeted communities in Tajikistan	TJ – 2,000 new families	TJ - 2,955	<b>150%</b>
Knowledge and capacity of vulnerable women: people reached by information campaigns about migration-related issues and services (IOM – not gender targeted)	TJ – 1,000,000	TJ – 10,044,499	<b>1004%</b>
	KZ – 300,000	KZ – 151,182	<b>50%</b>
Women who gained access to legal aid and assistance to protect their rights	TJ – 800 women	TJ – 10,618 (services are provided by DTFs)	<b>1320%</b>
	KG – 800 women	KG – 808	<b>101%</b>

The data on the regional migration programme is notable for two reasons: one positive and one cautionary. Firstly, the positive observation is that many of these outputs exceeded for both IOM and UN Women components, and this suggests that the partnership itself was highly effective (especially in Tajikistan). On a more cautionary note, however, the selected indicators are fairly basic in design and could disguise a large variation in possible methods of measurement (for example, how to classify whether a person has been ‘reached’ by information). Such indicators can often result in inflated statistics and offer little in the way of evidence relevant to future decision-making (for example, whether people are most effectively ‘reached’ through the internet or radio).

A Contribution Analysis was undertaken to assess the likely performance story of UN Women in terms of contributing to observable changes in the WEE outcomes from the Strategic Note Development Results Framework. This found the following plausible contributions of UN Women (see also Annex 14).



Table 6.2b: Contribution Analysis of UN Women MCO to intended WEE outcomes

Intended Outcomes (WEE)	Changes found by the evaluation	Plausible contribution
National legislation on labour and migration effectively address women domestic workers' rights	Loose coalitions have been developed of advocates to develop and present recommended amendments in line with CEDAW recommendations. These are progressively being acknowledged by national authorities and included in legislation. However, significant gaps exist in effectiveness: most especially the lack of national budgeting and institutional weaknesses in terms of enforcement. The assembled coalitions are also unlikely to maintain the same level of voice or organisation without UN Women.	High
Local development planning adopted in response to the needs of abandoned women	The recognition of abandoned families has been a significant advance. The combination of work on District Task Forces and Joint Economic Initiatives also appears to have increased interest of local authorities to the extent that schemes for women's vocational education and economic opportunity have been established. There is, however, very limited signs of changes to wider investment and at the same time attention is increasingly being turned to questions of reintegrating returnee migrants.	High
National policy and institutional environment conducive for the improvement of socio-economic conditions of rural women	There have been some gains in support to small-scale women-led entrepreneurship, however, major structural barriers remain for the development of medium and large enterprises. The policy environment for domestic violence has improved, but limited so far evidence of significant outcomes for women in rural areas. New joint programmes in Kazakhstan may begin to address issue of rural women better than has been done previously.	Medium
The Law on Dehkan Farms is gender-sensitive	UN Women is recognised as a significant force in developing amendments to the Law on Dehkan Farms. The challenge remains in enforcement of this law, and wider land rights issues.	High
Enhanced sustainable livelihoods and economic security of women labour migrants and abandoned women	Within the specific projects that UN Women has worked (especially in countries of origin) the impact on livelihoods has been high – there are the good examples of Joint Economic Initiatives to support this. However, impacts on the experience of the wider group of labour migrants is fairly limited due to atomisation of domestic workers and reliance on private agencies to voluntarily support good practice.	Medium

It was noted during the analysis of WEE results that the outcomes statements in the Strategic Note are fairly limited in ambition, and seem to reflect what was thought could be achieved in two years, rather than '*changes in behaviours, institutions and services*' more often associated with outcome level change (and that are necessary to ensuring respect, protection and fulfilment of women's human rights).

As a consequence, the selected outcomes (for WEE) largely look successful, with a high contribution from UN Women. In future, however, it would be appropriate to specifically address issues such as the negative cultural stereotypes of women that CEDAW notes as a feature of the MCO countries.

The evaluation also considered **unexpected outcomes**. No evidence was found of negative unexpected outcomes, and the evaluation team had good reason to believe from the content of interviews that these would have been highlighted had they existed.

A number of positive unexpected outcomes were identified. For example, in **Tajikistan** it was reported that joint economic initiatives have led in some cases to greater recognition of women and greater agency of women in community-level decision-making. It was also noted in the Global Democratic Governance Programme evaluation that the creation of better services for women through district task forces also resulted in better services for men.

In **Kazakhstan**, support to rights-holders groups left them feeling sufficiently empowered to apply higher-level pressure and effectively generate media attention, solving problems of accessing healthcare far more effectively than health centre-level negotiations. This is seen as a positive prospect for other disadvantaged groups if the challenge of atomisation (e.g. of domestic workers) can be overcome.

Sub-regionally, the experience and lessons from the Regional Migration Programme were reported to have positively influenced the design of other programmes, such as Human Security Trust Fund and UNFPA support to one-stop-shops.

**Finding 6: Despite having an overstretched staff team, UN Women has established positive relationships with a broad range of stakeholders. Its support to growing indigenous leadership through guidance and supporting expertise is a key aspect of this. However, given the scope of issues being addressed, the MCO has struggled to maintain momentum on a number of topics outside of specific operational projects, often to the frustration of strategic partners.**

As a UN Women office, the MCO is not unusual in being in the position of having a highly overstretched staff team in comparison to the mandate and ambition of the entity. Stakeholders universally acknowledged that UN Women's technical expertise in gender has contributed significantly to good quality design and implementation of programmes that they have been involved in.

In particular, stakeholders in all countries appreciated the work done on situation analyses, provision of guidance in Russian, and the accessibility of UN Women staff to provide constructive recommendations and feedback on an ad hoc basis. Furthermore,

UN Women is seen as encouraging more women leaders to emerge from all sectors and levels.

Nevertheless, the limitations in terms of staff availability and logistics have taken a certain toll on the perceived performance of the MCO in some cases, particularly in Kazakhstan. A sufficient number of stakeholders report a sense that UN Women is not always able to reliably maintain momentum around all of the issues where it initiates dialogue to suggest that there is a capacity issue which needs to be addressed.

In particular, some high-level informants suggested that the MCO had missed opportunities to have strategic influence because of an insufficient complement of senior-level staff members. Given the political economy of the region, and of the importance of personal relations, this is likely to remain a significant challenge to UN Women's effectiveness if it cannot be addressed at corporate level.

**Finding 7: The staffing mix of the MCO suggests that it has appropriately identified the greatest needs in terms of organisational capacity. The addition of further support to the communications and knowledge management functions would help maximise this investment, as would a renewed management prioritisation of a performance monitoring and management system for the next strategic note. Given the importance of the State to the achievement of outcomes in the region, the strongest outstanding need relates to the number and location of senior/international staff members.**

Given the overstretch of the team noted in the previous finding, the MCO was found to manage its workload rather well. For example, UN Women is noted as being reliably present in events run on behalf of the gender equality community and women's CSOs. The organisation benefits from the presence of feminist activists, whose heritage and networks in their countries can be seen to represent a major comparative advantage. UN Women staff members were also noted for showing skill in relationship management, including being approachable and constructive.

In addition to programme staff, the recent human resources strategy of the MCO has included bolstering support to communications, knowledge management, and monitoring. The evaluation concurs with these priorities, which clearly support the stated (and relevant) theories of change.

In particular, communications and knowledge management will be essential to addressing the cultural perceptions of gender that are noted by CEDAW and continuing UN Women's knowledge hub strategy. Indeed, to support the investment in communications and knowledge management staff members, the UN Women teams in both Almaty and Dushanbe would benefit from support from interns if they are to successfully implement a proactive 'movement-style' campaign.

Overall, however, even if evidenced-based advocacy and wider communications are strengthened, lack of budgets and implementation mechanisms within state systems remain significant barriers to achieving gender equality. This reliance on the formal structures of state to promote gender equality is combined with low systemic awareness of gender equality within the state system and continuous turnover of staff that interrupts awareness-raising efforts.

The evaluation considers that continuing to support improvements in gender statistics offers a clear option for contributing to a more sustainable enabling environment. However, once again, this needs to be combined with the presence of senior UN Women staff who have the status and recognition to advocate at the highest level of government and international organisations in all countries covered by the MCO.

Evaluation participants suggest that UN Women's advocacy at this high level can be more effective if it offers a clear comparison to other countries as a reference point, along with costed strategies to achieve the required improvement. In particular, this needs to engage with the political economy of the countries in the sub-region, including Kazakhstan's ambition to become a regional hub and Tajikistan's overriding concern with security and economic stabilisation.

### 6.3 Efficiency

**Finding 8: The current strategic note achieved thematic synergies, but was largely unable to realise these in concrete terms. As a result, the MCO has been simultaneously pursuing a large number of relatively isolated initiatives across each of the three mandates and five thematic areas. Significant scope exists for maximising the coordination mandate and knowledge management function to spearhead synergies across the portfolio.**

Achieving synergies is critical to UN Women's success. This is highlighted by the observation that the entire MCO budget for two years equates to only 7 percent of the UNDP budget for Tajikistan for one year.

The most obvious example of synergies within the Strategic Note is in relation to regional programming on migration. However, analysis of activities undertaken as part of RMP suggests that the programme was principally concerned with achieving thematic synergies, and did not envisage concrete cross-border activities. As a result, the interventions in each country were disconnected from one another in practical terms<sup>17</sup>.

Within normative work, there is greater evidence of synergies, especially in relation to developing a Central Asia response to Beijing +20 and the post-2015 process. By comparison, across-UN synergies within the previous UNDAF processes in all countries were relatively nascent. However, the current revision of these documents offers an important opportunity to develop far stronger integration of programming work, especially with UNDP.

Potential comparative advantages for UN Women in leading cross-agency and cross-thematic synergies are the coordination mandate, and having the technical capacity to be able to explain gender equality issues to stakeholders. In particular, it is believed by stakeholders that these capabilities can successfully create a bridge of dialogue between Gov, CSOs and UN system.

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<sup>17</sup> The evaluation acknowledges that efforts were made by RMP II staff to ensure sharing of best practices/lessons learnt between partners in Kyrgyzstan and Tajikistan, and with Self Help Groups. RMP work with the media was based on a regional scope.

Whilst UN Women are perceived as being very efficient with the resources they do have (including being able to leverage a network of local expertise) continuing to pursue the three mandates largely in parallel will further overstretch staff members.

One option is to prioritise operational work, and by doing so seek to mobilise additional resources to boost the number of staff available. When UN Women participate in a programme, they are already seen to bring strong technical expertise and deliver high quality work. However, the evaluation considers that trying to fundraise through projects will position UN Women as a competitor to other agencies and NGOs.

Therefore, the most promising strategy available is to use the coordination mandate and knowledge management function as a spearhead. Strengthening UN coordination demonstrates clear value to partners, will better position UN Women to leverage UN system capacities in support of GEEW, and eventually position UN Women at the centre of a multi-stakeholder ecosystem. In the long run, the evaluation considers that – based on current evidence – this will make the entity more attractive to donors who want to channel resources to address gender related issues. The knowledge function, especially the provision of international and regional experiences in Russian, is a key advantage in such an approach.

**Finding 9: The MCO has developed effective administrative and normative working structures, in addition to successfully delivering the Regional Migration Programme. Even with these achievements, however, the absence of a senior international staff member in Dushanbe and Senior Gender Advisor in Astana represent political barriers to realising greater effectiveness and attracting additional resources.**

In terms of delegated authority and the efficiency of implementation, the relationships between programme premises and the Almaty office are strong, and there is no reason to believe that further decentralisation would substantively improve administration.

However, in terms of high-level presence, the current arrangements are inefficient – requiring a large amount of travel and logistical difficulties for senior staff with very limited benefit to the mission of the organisation. In addition, the presence of the MCO in Almaty inevitably draws the time of staff towards Kazakhstan relations, even with a firm commitment to serve the region equitably.

The absence of an international representative in Dushanbe and a high-level gender advisor in Astana are the foremost managerial barriers to future effectiveness. As noted previously, stakeholders emphasise that relationships are a key aspect of working effectively in the region. Given the direct impact these positions could have on normative and coordination work, the evaluation considers that there is scope to increase the allocation of core resources to OEEF to make such as ‘investment’ whilst leaving ‘seed money’ available for programmatic work.

By comparison with Tajikistan and Kazakhstan, the UN Women presence in Uzbekistan is considerably smaller. Given the limitations this creates on programming, the strategic case for future MCO work in these countries (and the opportunity cost it represents in terms of staff positions) needs to be very clearly stated. A small presence could well be considered strategic where it is focused on UN coordination or macro-policy influence.

However, by implication this requires more senior-level staff attention, which is already highly constrained.

Alternatively, the presence in Uzbekistan and Turkmenistan countries could be refocused around cross-border work with Tajikistan, Kazakhstan, Kyrgyzstan (for Uzbekistan) or Afghanistan (for Turkmenistan) in order to benefit from synergies with these larger programmes. The evidence available to evaluation suggests that the most appropriate entry point for this work is Women Peace and Security<sup>18</sup>. This also has the benefit of thematic continuity with the proposed humanitarian hub around KazAID in Almaty, and the MCO's interest in acting as a sub-regional knowledge hub on GEEW.

With regard to KazAID, however, the evaluation found that the shift in status from sub-regional office to MCO has inadvertently weakened the image of UN Women with the host Government at precisely the time when Kazakhstan is seeking to build a regional hub in Almaty. It was noted that other UN agencies (and OSCE) are currently building-up their presence in expectation of this change, even though uncertainty remains as to how it will operate.

There is an important opportunity to help engender KazAID, which will focus on humanitarian operations. If UN Women is to advance its 'hub of knowledge' strategy, then Almaty also becomes an obvious centre for this. Both of these factors should be considered as having important implications in any discussions about the status and management structure of the MCO in the future.

**Finding 10: The strategic note represents good intentions in relation to performance management, and baselines are available for all indicators. However, there is only limited evidence of usefulness of the current arrangements for adaptive management. The next strategic note represents an opportunity to address this whilst simultaneously supporting national monitoring and statistical systems capacities.**

On paper, the MCO has technical capacity in monitoring. However, this has not yet translated into a performance management system that is able to inform management decisions. Baselines for the Strategic Note were compiled from available secondary data, and projects also include pre-implementation situation analyses. Whilst the MCO does have various sets of monitoring data available, the format of this data in reports is considered not to be optimum for making it accessible or useful.

As noted above, the selected programme indicators are not always valuable in terms of making resource allocation decisions. The selection of indicators is based largely on measurability rather than because they provide insights into meaningful changes. The MCO does undertake mid-year and annual reviews of its data. However, indicator data is not yet stored in a common database, nor automatically processed and analysed into a management dashboard.

Results based management thus remains a priority for the next Strategic Note. In revisiting the monitoring strategy, the evaluation finds that there is an opportunity to

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<sup>18</sup> It is noted, however, that the WPS thematic area has previously been found to be highly sensitive in the sub-region and so may not be feasible in the scope of the next Strategic Note.



consider the capacity of the national women's machinery to track changes, and to combined UN Women's own RBM activities with capacity development of national systems.

## 6.4 Sustainability

**Finding 11: Across the region, support for GEEW is articulated and is present in key policies. It is not yet prioritised in terms of budget allocation or political status for the National Women's Machinery.**

As noted previously, there is a heritage within the sub-region of considering equality from a Marxist perspective. Consequently, many elements of gender equality resonate with the national vision of MCO countries and are supported at the highest political levels. However, as also noted, the status of women's national machinery sits below ministerial level and has limited cross-government leverage. Furthermore, it has been challenging to secure acknowledgement of structural disadvantaging of women or ringfence budget allocations to address women's empowerment across the sub-region.

Also touched on in previous findings, the evaluation observed that few of the current focal people in either the UN or governments are gender experts, and there is limited presence of grassroots feminism. Thus, gender mainstreaming has a tendency to be seen as additional work and the expertise to support it has to be continually developed.

Overall the evaluation find that national Women's committees/commissions require significant capacity strengthening if they are to lead and coordinate the women's movement, including their monitoring function. In order to achieve this UN women must manage to articulate the return-on-investment of budgeting for women's empowerment in terms that are meaningful to powerbrokers.

**Finding 12: Gender capacity remains nascent in both civil society and government. Whilst UN Women's relatively short projects have created limitations for capacity development, the MCO has effectively mitigated some of this by maintaining long-term relationships with partners that are not dependent on the presence of specific projects.**

The Strategic Note sought to mainstream capacity development across all projects and interventions by the MCO

In **Kazakhstan**, following expression of intent by the Government of Kazakhstan to develop National Action Plan (NAP) on UNSC Resolution 1325, UN Women worked to increase the capacities of national partners, in particular the Ministry of Foreign Affairs (MFA) and local women's NGOs, in the field Women, Peace and Security (Res.1325) and prospective enforcement mechanism. This resulted in the creation of an informal network of women's NGOs for future consultations (planned for 2015) on approaches to advocate for enforcement of the UN SCRs' implementation.

On the issue of domestic workers (DWs), UN Women as part of the Regional Migration Programme (RMP) focused on capacity of representatives of relevant state institutions, private recruiting agencies, and trade unions by organizing trainings and consultative meetings to increase knowledge of the international norms and standards. The signing of

MoUs by the NGO implementing partner of UN Women under RMP, with 14 private recruiting agencies is seen by the MCO as a key result of the improved recognition of the need to ensure DWs' rights under these agencies' regulations.

RMP supported a policy dialogue to discuss the standards of provision of medical and educational services for migrant workers and members of their families in Kazakhstan. A series of meetings was conducted with participation of representatives of municipal departments of health and education, NGOs and international organizations. The suggested mechanisms will be further followed-up through partners in a new context of Eurasian Economic Union (EEU), which declares a free movement of labour force.

As part of its programme on domestic violence in Kazakhstan, UN Women initiated small scale project to improve the capacities of 76 judicial and law enforcement actors was strengthened by the provision of practical skills to work on cases of violence against women. Training modules were introduced into the curricula of training institutions operational under the Ministry of Interior and the Prosecutor's Office.

The MCO also supported the development of a new generation of media specialists who are able to cover labour migration issues from a gender and human rights perspective, through a partnership with Kazakhstan's National State University. The University was provided technical and financial support for developing a special course on media and gender-responsive migration for students of the journalism programme. Under UBRAF a training was also held for journalists, followed by the conduct of investigations on the violation of the human rights of women living with HIV, and a course on media presenting the series of relevant cases.

Despite such interventions, the evaluation observed that civil society in the region is nascent and found evidence to suggest that much of it only appears to exist based on international funding (and demand). Nevertheless, UN Women does appear to be effective in terms of maintaining long term relationships, and in having gender activists on staff with knowledge of the civil society organisations that have deeper roots.

The knowledge management strategy has also been an important contribution to capacity development of civil society. Processes of supporting local government capacity are also contributing to sustainability. It is notable, however, that short project cycles remain a barrier to longer-term sustainability.

The evaluation finds that work on gender statistical capacity is particularly important, but remains at an early stage. Combined with developing the capacity of the national machinery to monitor state gender programmes this offers a promising entry point for wider capacity development of the National Women's Machinery.

## 6.5 Human Rights and Gender Equality

**Finding 13: All of UN Women's work, and increasingly the work on the UN system, is clearly informed by CEDAW concluding observations. The key challenge remains securing national budgets to advance these norms.**

The evaluation clearly found that all of the work of UN Women in Kazakhstan, Tajikistan, and Uzbekistan is aligned with the most recent CEDAW concluding observations (see



Annex 13). UN Women is providing key support to CEDAW implementation and reporting – either directly or through leveraging investment by others (using the GTG). Furthermore, CEDAW concluding observations for Tajikistan note clear alignment between national strategies and their recommendations.

According to evaluation participants, the key challenge remains securing national budget allocations to support the policy framework. An example of this is State funding of shelters for survivors of violence. Whilst continuing the work on gender responsive budgeting is one part of this, the evaluation also found that it is important to address women's political participation and to continue to strengthen rights holders groups (including through women's economic empowerment).

**Finding 14: In the cases of group formation – such as Joint Economic Initiatives or the Network of Women Living with HIV – there is clear evidence of women having greater agency over their immediate community. The importance of group formation to supporting women's agency creates a major challenge for the MCO since many of the most vulnerable women (such as domestic workers and migrants) are atomised and without contact with other members of their socially-defined group.**

The Strategic Note deals with a number of vulnerable social groups. During the evaluation field visits, it was noted that a high degree of intersectionality exists between some of these groups. For example, many female labour migrants are domestic workers, and many rural women also belong to abandon families. Whilst UN Women staff are perfectly cognisant of these multiple identities, the evaluation finds that they could be more clearly expressed and explored within the strategic note design.

There is also a high occurrence of similar issues being shared by multiple social groups. For example, many of the issues faced by female labour migrants are also faced by national domestic workers, and many of the issues of discrimination faced by women living with HIV in accessing services are also faced by women migrants. Once again, there is an opportunity to explicitly explore these relations from the perspective of developing solidarity across groups.

Overall, the evaluation found that groups are an important feature of effective working. In the countries visited, women who were members of rights holders groups or joint economic initiatives reported experiencing a greater sense of personal agency and pride. It was also noted however that for some vulnerable women the formation of organised groups is particularly difficult. For example, by the nature of their work domestic workers are atomised and unlikely to meet with one another. Similarly, survivors of violence who receive services are unlikely to experience any greater sense of power and agency if their case is still addressed from a solely legalistic perspective.

In some cases, UN Women has not had the opportunity yet to work on group formation. However, in other cases it has missed this opportunity. An example is the national program in Tajikistan to train 9,000 women in weaving. It was noted that the program was creating a structured demand for a large number of weaving machines. The carpentry skills to create these machines are fairly basic, but still command a much higher wage than the equivalent time spent weaving. No plan exists to train women to make these machines, leaving the entire opportunity open only to men.

Convening the women trainees into groups would help them to better advocate for access to more rewarding parts of the value chain, such as machine building. As a consequence, the evaluation finds that there is a strong case for the formation of groups to become a central pillar of all future UN Women interventions in the sub-region.

**Finding 15: The design and implementation of the strategic note has been fully consistent with human rights principles to the degree allowed by the capacity of the MCO and the national contexts. The opportunity for participation will further benefit through increasing the number and organisation of rights holders groups available to interact with, and the strengthening of multi-stakeholder national platforms for dialogue.**

The evaluation found through key informant interviews and group discussions that UN women has been wholly transparent in the design and implementation of its interventions under the Strategic Note. The main limitation faced by the MCO in exercising human rights principles is the absence of strong multi-stakeholder national platforms for the women's movement. This increases the transaction costs and reduces the potential inclusiveness of consultations.

There are some risks that the MCO would be advised to consider in future strategic planning. For example, it is not clear what protection measures are in place to prevent the risk of clientelism within economic projects, particularly at the local level. Whilst no complaints to this nature have been recorded, the risk cannot be discounted. Similarly, the location and organisations that run shelters will influence which survivors of violence are able to access these facilities.

Identifying and addressing such risks is difficult. The evaluation finds that this strengthens the case for developing the number and capacity of rights holders groups, and creating platforms for these to engage at the national and sub-national level. Experience from elsewhere suggests that such groups are better able to articulate shortfalls in human rights where they occur.

## 7. Conclusions

The conclusions were developed by the evaluation team based on the analysis of findings. This analysis was structured according to the evaluation framework, with one conclusion for each of the main evaluation criteria. Conclusions were subjected to validation by the Evaluation Reference Group and the Regional Evaluation Specialist – a member of the Independent Evaluation Office.

**Conclusion 1 (relevance): UN Women MCO is best-positioned to support strengthening of National Women’s Machineries, and is aware of the real challenges it faces in improving coordination.**

Based on Findings 1 – 4

In each country, UN Women is recognised as the main international partner of government agencies with responsibility for the gender portfolio by both the National Women’s Machinery (NWM) and development partners. Given this position and UN Women’s mandate, there is considerable expectation on UN Women in each country to lead capacity development of the Women’s Commission in Kazakhstan and the Women’s Committee in Tajikistan. This is especially the case with regard to national capacity to coordinate the gender sector, provide leadership for the women’s movement, and support national monitoring of women’s human rights.

There is a good understanding of the major challenges facing this task, including (but not limited to) the political status of the NWM, turnover of staff, and low gender awareness among civil servants rotated into the NWM. Similar challenges also face related machineries, such as human rights ombudspersons. The underlying factors creating these barriers appear to be belief within States Parties that gender inequality is not a priority issue (given the Soviet legacy) and preoccupation with concerns regarding security and economic growth.

The implication of this conclusion is that capacity strengthening of the NWM in isolation will be insufficient to raise the profile of gender or inter-ministerial clout of women’s committees/commissions. There is a complementary need to secure status for the women’s human rights agenda at the highest level of governments in the sub-region by articulating the case for raising the political profile and budgeting for the NWM in terms that resonate with power brokers. This requires both finding the right entry point with stakeholders in each country, and having sufficient numbers of senior-level staff to lead the engagement. Currently, the MCO is inadequately positioned on both counts.

**Conclusion 2 (relevance): To become more strategic and influential there is an urgent need to build concrete links between different efforts by exercising leadership of joint programmes and cultivating the institutional relationship with UNDP.**

Based on Findings 1 – 4

UN Women MCO is trying to achieve a great deal across many areas of the sub-region, including many peripheral efforts to engage with issues such as women living with HIV, mass media, and lawyers. All of these are relevant in terms of their aims and identified gaps. The main question for the next strategic note is not *‘what is relevant’*, but *‘what is*

*most relevant*'. Answering this question is not a simple task, largely because it also depends on what other actors are working on, changes in the context on the ground, and preventing issues such as women drug users from being entirely marginalised.

The current approach, in which interventions are thematically coherent but disconnected in concrete terms, is unable to maximise the financial or human resources available to the MCO. For example, the work on domestic violence and WEE is theoretically coherent, but is not systematically crossing-over in terms of activities on the ground. Similarly, the Regional Migration Programme was based on a clear logic in terms of supporting both countries of origin and destination: but the day-to-day activities were not designed to be mutually supportive in concrete terms.

A more strategic approach is required to maximise synergies between UN Women's own programmes and normative work, and the efforts (and potential efforts) of others. UN Women's coordination mandate is an underutilised asset in this regard, especially given several examples of success in terms of extending the Gender Theme Groups and leveraging direct support by other agencies to gender. The experience of the Gender Theme Group in Tajikistan and the engendering of the Kazakhstan Partnership Framework for Development are good foundations to build on.

In considering where to focus organisational capabilities and attention during the next strategic note, there is a strong case to be made for placing UN (and extended) coordination at the centre of UN Women's approach in the sub-region. The relatively low level of joint programming in the countries covered by the MCO provides a real opportunity for UN Women to demonstrate leadership by initiating joint programmes and continuing to strengthen coordination mechanisms. The implication of this is a need for coordination expertise in all countries, and working to ensure close collaboration with both UNDP and ROs.

**Conclusion 3 (effectiveness): UN Women MCO has consistently delivered outputs and outcomes according to the targets and theories of change in the Development Results Framework. Whilst consistent with the propositions of the CEDAW committee and UNDAF, however, only a small range of the potential 'levers for change' available to the MCO are being explored in reality and with only limited ambition. Extending the investment in knowledge management and communications is the most promising opportunity to build and maintain momentum for change across the portfolio.**

[Based on Findings 5 – 7](#)

The Strategic Note was consistent with the CEDAW concluding observations for Kazakhstan, Tajikistan and Uzbekistan, and was comprehensive in the coverage of issues. However, neither CEDAW nor the UNDAF documents for each country provide comprehensive guidance on the best approaches to these issues. Analysis of the theories of change used by the MCO and the available results data strongly suggests that the current strategies are necessary but insufficient to address the root causes of gender inequality.

For example, all three of the main theories of change present in the Strategic Note (awareness plus capacity development, building alliances, and convening dialogue) rely

on rights holders being in a position to organise and articulate their demands. This is currently not the case. Similarly, whilst the MCO has supported media and legal training in Kazakhstan, there appears not to be any organisations in the sub-region specifically committed to running mass media or social media campaigns on gender, or with the capacity to consistently influence the national media agenda. Without these elements or an equivalent means to lead the national agenda, the women's movement is likely to make only very slow impact on the negative stereotypes highlighted in CEDAW reports.

The implication for the next Strategic Note is to explore alternative and complementary theories of change in order to address targeted issues from multiple perspectives. Some of the archetype theories of change available to development and human rights organisations are listed on [impactready.org/theories-of-change](http://impactready.org/theories-of-change). Of these 24 archetypes, the evaluation considers that the most promising options, given MCO's current strategic positioning are to build on existing work to support group formation of rights holders, systematising this across all of UN Women's interventions.

Changing the political calculation for national power brokers can complement this grassroots approach. Such work requires high-level dialogue and reorientating the calculus for decision makers so as to favour investment in gender equality. Also building on existing work, setting the popular agenda through the media can support the 'messy middle' where bottom-up and top-down strategies meet.

The implication of this expanded set of theories of change is the need for close teamwork between members of staff with different capabilities. Currently, UN Women is best geared to support grassroots group formation, with a strong complement of feminist activists in the team. There is some experience with high-level engagement, but a smaller number of team members available to implement such an approach. As noted above, the MCO is least geared to influence the national media agenda.

**Conclusion 4 (efficiency): The evaluation confirms the main priorities recognised by the MCO in the OEEF. The investments being made have demonstrated potential, but not yet realised the full intention of the Strategic Note. Achieving greater organisational effectiveness and efficiency will benefit from increased synergies between interventions.**

[Based on Findings 8 – 10](#)

The evaluation found significant evidence to support the current direction of staff recruitment and prioritisation of roles. These capacities clearly support the vision of the MCO as achieving sub-regional synergies and integrated work, rather than merely providing combined administrative services to several countries. Most noticeable is the work on knowledge management and the provision of materials in Russian.

Whilst acknowledging this direction, the evaluation also noted that the MCO has yet to achieve the intended level of synergies between countries and interventions. Programme and coordination work is essentially country-based, and leaves the current staff complement heavily overstretched, especially in a sub-region in which travel is not easy and the political economy requires high-level representation.

The evaluation proposes that organisational efficiencies are most likely to be realised by refocusing current efforts behind the country-level coordination mandate and the sub-regional-level knowledge management and communications function. Given the political economy of the region, the evaluation concludes that the return on investment of **international staff presence in Dushanbe** and a **senior gender advisor in Astana** will be high in terms of both impact and resource mobilisation. It would also make available time for the Representative to provide the necessary level of strategic leadership across the sub-region. The evaluation contends that there is scope to revisit the allocation of core budget to OEEF to support this.

**Conclusion 5 (sustainability): Within the scope of its interventions, UN Women has developed a reputation for high quality processes that support the emergence of new women leaders. At the national level, however, significant challenges remain in securing high-level status for the national women’s machinery and state budget commitments to support policy implementation.**

[Based on Findings 11 – 12](#)

UN Women’s technical performance is universally acknowledged and appreciated across the sub-region. Many evaluation participants state UN Women’s technical expertise in gender as one of the entity’s principal comparative advantages. Furthermore, both the Strategic Note and individual projects and programmes have been developed in full consultation with the gender community in each country. In many cases this is the product of personal relationships maintained by UN Women staff given the varying performance of national platforms for the women’s movement across the sub-region.

From rights-holders groups to the National Women’s Machinery, the culture of the MCO has been to support the emergence of national leaders, in terms of informal encouragement as much as formal capacity development. The evaluation concludes that these are important indicators of future sustainability. In doing so, however, it also notes the significant political and practical barriers that face gender responsive sustainable development. Most notably, and as reported under Conclusion 1, the status of the National Women’s Machineries are insufficient to guarantee cross-government influence or to retain ambitious high-capability leadership.

Connected to the issue of political status, but important in its own right, is the difficulty across the sub-region of securing national budget allocations for gender equality and women’s empowerment. These are both challenging issues to address, and given UN Women’s size are unlikely to be influenced by lone action. The major implication for the next strategy is the importance of engaging international organisations with greater leverage, starting with UNDP but also the World Bank, to advocate for greater political recognition of gender equality in institutional arrangements and budget allocations.

**Conclusion 6 (human rights): The work of the MCO has been systematic in regard to addressing international normative frameworks and supporting State Parties and other stakeholders to engage in international processes. However, it will remain difficult for UN Women to fulfil calls for it to act as a bridge between civil society, government and the international community whilst rights holders continue to be atomised.**

### Based on Findings 13 – 15

The representation of a regional response for Central Asia to Beijing +20 and the Post-2015 process is a strong positive example of MCO support to State Party reporting to CEDAW and other normative processes. The evaluation also found that the Strategic Note was closely aligned to the concluding observations for all countries in the sub-region.

The main challenges faced by UN Women in advancing women's human rights are a product of both regional history and current socio-economic trends: that the movement for equality took place without an organised grassroots feminist movement, and that the most vulnerable women (such as domestic workers or sex workers) belong to fragmented social groups that lack clear mechanism for solidarity.

The implication of this conclusion for the future strategic note is a need to recognise the historical importance of group formation and solidarity mechanisms to large-scale empowerment-based approaches (rather than small-scale approaches based on individual empowerment). Examples of these range from the historical hills schools movement, to UN Women's own work on joint economic initiatives in Tajikistan and the network of HIV positive women in Kazakhstan (and Eurasian Network), to web-based discussion forums for survivors of violence.

Many of the groups identified by UN Women as being vulnerable in the sub-region are atomised and do not benefit from traditional solidarity mechanisms such as the Trade Unions. Given the levels of education and communications networks in the sub-region, the evaluation proposes that space exists for UN Women to explore innovative approaches to the formation of organised groups even in cases where there is not shared physical space.



## 8. Recommendations

The recommendations were developed based upon the evaluation framework, analysis of the conclusions, and discussions held during the exit meetings in each country visited by the evaluation team. They have been subjected to validation by the Evaluation Reference Group.

All of the following recommendations have been framed within the context of the design of the next strategic note. They are provided for consideration by UN Women staff in the MCO, and the groups who will participate in the process of development the strategic note. In all cases, the strategic note will need to identify the best-placed persons to be responsible for implementing the recommendations where they are adopted.

**Recommended Priority 1: UN Women can build on the example of the extended GTG. Focus efforts on becoming an advocate and thought leader for UN joint programmes, recognising and advocating for the comparative advantage of other agencies, and aim to strengthen working relationships with UNDP.**

Urgency  
★★★★★

Potential Impact  
★★★★★

Difficulty  
★★★★•

Maximising the effectiveness of all UN Women's future work in the sub-region requires creating concrete synergies and links, both between its own interventions and with the wider work of the UN system. The evaluation recommends that the most promising way of achieving this is to give priority to the UN coordination mandate.

The MCO is advantaged in the sense that the countries it covers are already familiar with the idea of an extended gender theme group. These are working better in some places than others, but the evaluation supports the current view of the MCO that the level of representation and capacity of members can be enhanced across the sub-region.

Prioritising coordination, however, requires going beyond building effective gender theme groups. The findings and conclusions of the evaluation indicate that there is a leadership gap in terms of joint programming and joint programs in the countries covered by the MCO. UN Women needs to go beyond constructive contributions to existing joint programmes, and start leading initiatives to develop new joint programmes (including joint funding mechanisms) if it is to take full advantage of this opportunity to add value to the UN system.

One implication of prioritising coordination is that UN women MCO must position itself as an advocate for other UN entities is where they have a clear comparative advantage to address a specific gap in women's human rights or CEDAW recommendation. A second implication of prioritising coordination is that the relationship with UNDP – in terms of both resident coordinators and country offices – is essential to success. This relationship will be improved by close collaborative working on a day-to-day basis. In the case of Kazakhstan, it is strongly recommended that this implies having a physical presence in Astana.



**Recommended Priority 2: Within a five-year strategic note the MCO can afford to expand the ambition of future outcomes to embrace some of the structural transformations of the economic and cultural spheres called for by CEDAW.**

Urgency  
★★★★★

Potential Impact  
★★★★★

Difficulty  
★★★★•

Achieving structural transformation of the public sphere requires both extending and combining the current theories of change used by the MCO: adding to the existing three approaches of 1) awareness plus capacity development, 2) building alliances, and 3) convening dialogue. The most promising options, given MCOs strategic positioning, is to also more intentionally pursue: 1) group formation of rights holders, 2) popular agenda setting through the media, and 3) changing the political calculation for national power brokers (through high-level dialogue and articulating the calculus for investment).

In all countries, the evaluation proposes that focusing on developing a single national women's platform will help to maximise these efforts. The most promising opportunity for this in Kazakhstan is the forthcoming process to develop the next Gender Equality Strategy; in Tajikistan it is to further build on the capacity and representation of the Extended Gender Theme Group.

These national platforms will need to be supported by two efforts: 1) a reinforced communications and knowledge management function in UN Women, and 2) a focal institution for creating local level change. In Tajikistan, the obvious choice for these local hubs is to further develop District Task Forces as multi-sector information and services centres. In Kazakhstan a promising option is to build-up an eco-system of support around the existing work on shelters.

The evaluation also recommends that there is scope to embrace the concept of structural transformation within the development results framework of the next strategic note. In particular, outcomes should include indicators that relate to changes in behaviours, institutions, and services that reflect the erosion of negative traditional stereotypes. Within the thematic area of WEE, the Strategic Note can take advantage of the continuum from unpaid to decent work (being developed by UN Women HQ) to help identify these transformational outcomes.

**Recommended Priority 3: Identify the key entry point for intervening at different levels and then use this to leverage wider changes.**

Urgency  
★★★★★

Potential Impact  
★★★★•

Difficulty  
★★★★•

Given the political economy of the sub-region, the nature and shared history of Soviet governance, and the size and capabilities of the MCO, the evaluation conclusions clearly indicate the need for UN Women to leverage powerbrokers and other stakeholders in order to advance gender equality and women human rights. Doing so requires a deep understanding of the priorities and perspectives of leaders at different political levels in each country, and an ability to articulate effective arguments for investing in gender equality to these leaders.

Combined with this approach it makes sense to organise UN Women's programmatic work around the thematic area that has the greatest traction in each different context. These interventions can then act as an entry point to address issues relevant to other thematic areas. Whilst the staff members based in each country (in consultation with the national advisory groups) are in the best position to identify which thematic area is the most relevant entry point at each level, they require support in making this judgement from UN Women senior staff or other high-level UN Country Team staff who can consult the highest levels of power in each country.

From the evidence available to the evaluation, the suggested entry point for work in rural areas and in relation to migration would generally appear to be women's economic empowerment, supported by national planning and budgeting initiatives at both the local and national level. Extending the existing work on joint economic initiative is an example of this, especially if it can be combined with the prior work on district task forces. Once established, these institutions provide an entry point for supporting the implementation of the domestic violence laws (for example through peer support groups), and climate change adaptation and mitigation activities. In the longer term, addressing structural access to business development opportunities and decent work (e.g. through building on the work with AMFOT and the Women's Empowerment Principles) is needed; however, given the wider structural challenges of the private sector, this will need to be programmed over several Strategic Notes.

At the national level, it would seem that the most promising rallying point for the women's movement and gender policy advocates is the work on ending violence against women, in particular supporting the implementation and revision of domestic violence laws (including through state support to shelters). Once again, this would need to be backstopped by national planning and budgeting work. In cases where institutions such as district task forces or one-stop shops do not exist, the work on shelters could be extended to include wider access to information and services. Where information and services centres do exist, relationships can be developed with shelters in order to provide long-term livelihood support to survivors of violence.

Given the importance of centralised power structures in the sub-region and the relatively low amount of work done on women's political participation in the previous strategic note, it is suggested that work at both the rural level in economic empowerment and national level in ending violence is designed to have positive external impacts on women's leadership. This can build on promising signs in the joint economic initiatives and in support to rights holders networks with regard to women gaining the agency and social recognition as community leaders.

Finally, it is recommended that the optimum entry point for sub-regional and cross-border work in the future is women peace and security. This has the greatest potential to establish an explicit link to supporting the development of KazAID. It also offers an entry point for economic empowerment, ending violence, and women's leadership in border areas.

**Recommended Priority 4: Develop UN Women’s convening and bridging role at the national and sub-regional levels through support to national platforms and intra-regional normative dialogue.**

Urgency

★★★★•

Potential Impact

★★★★•

Difficulty

★★★★••

The evidence in the evaluation, along with theory on human rights-based approaches, clearly indicates a need to further develop two features in the sub region. The first of these is the systemic formation, development of, and dialogue with organised groups of rights holders. The second feature is mechanisms for intergroup dialogue that include rights holders and duty bearers at both the national and sub-regional levels. UN Women is already recognised as having a major role to play in convening and facilitating dialogue in this way.

In addition to developing UN women’s own facilitation skills, the strategic know it is recommended to develop long-term strategies for convening rights holders (including migrants, domestic workers, abandoned women, women with disabilities, women living with HIV, women in sex work, and older women) into organised groups with the capacity to represent their members, negotiate and articulate demands at the national and international level, and to monitor and advocate for the implementation of policies that affect them.

**Recommended Priority 5: In accordance with the concluding observations of the CEDAW, UN Women must continue to consider how to best articulate the case for gender equality to power brokers at all levels of governance.**

Urgency

★★★★••

Potential Impact

★★★★★

Difficulty

★★★★★

As identified in Recommendation 3, and in line with the concluding observations of CEDAW for Kazakhstan, Tajikistan, and Uzbekistan, high-level political commitment to promoting and funding work on gender equality is essential to addressing the structural marginalisation of women and vulnerable groups. In addition to increasing the number of senior-level UN Women staff in the sub- region, the evaluation evidence points to the importance of providing regional and Russian-language knowledge products and media (including social media) presence. The data and policy analysis developed through the knowledge hub can be used to establish concrete explanations of the return on investment of GEEW for each national government, especially in terms of meeting international commitments and achieving strategic national policy objectives.

In the short term, and given the socio-economic context of the region, the evaluation therefore proposes that a significant and underutilised potential exists to expand the knowledge hub and media communications of the MCO through links with UNESCO and establishing teams of interns – a strategy that has been successfully used elsewhere to build social movements whilst providing unique experiences and professional entry points for young people.

**Recommended Priority 6: Taking a long-term view, the evaluation considers that the balance of competencies in the MCO supports a transition to greater country-level autonomy and capacity. Many of the ambitions for Central Asia work can be achieved through collaboration between country-level offices, whilst the MCO is understandably challenged to realise the same level of political leverage that a country office has.**

Urgency  
★★★★

Potential Impact  
★★★★

Difficulty  
★★★★

The evaluation recognises that the current management structure of the MCO is determined by the UN Women regional architecture, which is itself both determined by the Executive Board and subject to an ongoing corporate evaluation. Given the purpose and scope of this evaluation, therefore, it will not make recommendations regarding fundamental changes to this structure. However, it is appropriate to discuss the implications of the structure, and approaches in both the short-term and long-term to maximising UN Women's impact.

The evaluation did find that the MCO structure added value, especially in the normative space with regard to contributions to Beijing +20 and Post-2015. The evidence does not support the argument, however, that this structure is the only (or even optimum) way of achieving such sub-regional synergies. Indeed, it would appear that cross-border and regional work is equally achievable through a country-based structure.

With this in mind, evaluation recommends that the longer-term view should be towards greater country-level capacity and autonomy – with the implication for the strategic note to make progressive steps towards this. In the medium term of the next strategic note, the addition of more senior staff presence in Astana and Dushanbe would allow country-level engagement to be increasingly focused in these offices (with progressive realisation of greater autonomy).

UN Women is also presented with the opportunity of supporting the establishment of a regional humanitarian hub and KazAID in Almaty. With progressive strengthening of the country level present in Tajikistan, and a dedicated government interlocutor in Astana, UN Women's presence in Almaty could be refocused as a Russian-language knowledge hub, regional facilitation centre (e.g. for cross-border programming and normative work), and liaison to KazAID. Such a hub would both provide significant value to other countries in the sub-region (and Caucuses), whilst simultaneously demonstrating UN women's commitment to support the ambitions of Kazakhstan as an emerging donor.

# Annexes

## A1. Terms of Reference

**version of 23 April 2015 / 5pm**

UN Women Multi Country Portfolio Evaluation

### **I. Background (programme/project context)**

The Multi Country Office (MCO) Strategic Note (SN) is the main planning tool for UN Women's support to normative, coordination and operational work in Kazakhstan, Tajikistan, Uzbekistan and Turkmenistan<sup>19</sup>.

The UN Women MCO was preceded by UNIFEM office until 2011 and UN Women Sub-regional Office for Eastern Europe and Central Asia (EECA) from 2011 to 2014. The UN Women MCO Kazakhstan (Central Asia) has been operational in Kazakhstan, Uzbekistan and Tajikistan since 2014. This evaluation will consider the Strategic Note covering the period 2014-2015. A new Strategic Note is due to be developed starting in August 2015 for the period 2016-2020.

In line with UN Women's commitment to Results Based Management, a Development Results Framework (DRF) was developed with performance indicators. This includes basic assumptions, but a full theory of change will need to be reconstructed by the evaluation team through a participatory process.

In June 2014 MCO AWP was revised to reflect addition of the new Outcome/output for the humanitarian assistance to Tajikistan. This was done in a response to the natural disasters in Tajikistan in April-May 2014 and an urgent request by the national partners and UNCT to cover needs for gender specific assessment and psychological assistance to rural women in disaster affected areas. The amendments to AWP were consulted with HQ's Humanitarian Adviser. UN Women PPGU was timely informed on changes made into AWP (amended AWP was submitted to PPGU). The budget for

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<sup>19</sup> As noted further in the ToR, although Turkmenistan is part of the MCO portfolio and is included in the Strategic Note, it would not be covered by the evaluation exercise

the amended outputs' activities – USD 76,000.

The Multi-country Office is based in Almaty, Kazakhstan, with a staff of 15, out of whom 2 international staff (one P5 Representative and one P4 Programme Specialist), 5 project managers and 8 general service/programme support personnel. In addition to this, UN Women has 4 project managers and 2 programme support personnel located in Dushanbe, Tajikistan and 2 programme specialists (responsible for country programme portfolio) located in Tashkent, Uzbekistan and Ashgabat, Turkmenistan (the latter is from May 2015).

The Strategic Note includes an Organisational Effectiveness and Efficiency Framework (OEEF) with performance indicators (see annexed). The evaluation is expected to use this to assess organizational performance.

The Strategic Note is linked to the UN Women Global Strategic Plan 2014-2017, national development plans, and UNDAFs at the country level. The MCO Strategic Note supports the following Goals contained in UN Women's Strategic Plan 2014-2017:

SG1: Women's leadership and political participation

SG2: Women's economic empowerment

SG3: Ending violence against women

SG4: Women's leadership in peace and security

SG5: Mainstreaming gender in national governance systems

In Kazakhstan, UN Women outcomes under Strategic Note correspond to the following UNDAF 2010-2015 priorities and related national development plans:

- 1) **Strategic Note Outcome 1.1a:** Special temporary measures (TSM) to promote increased women's political participation at national and local level in Kazakhstan incorporated into national legislation
  - a. **Related UNDAF** Outcome III. Effective governance
  - b. **Related national development plans:** National Gender Equality Strategy 2006-2016, National Development Strategy "Kazakhstan – 2050"
- 2) **Strategic Note Outcome 2.1a:** National legislation on labour and migration effectively address women domestic workers' rights in Kazakhstan
  - a. **Related UNDAF** Outcome I. Economic and social wellbeing for all
  - b. **Related national development plans:** Law on Migration,

- 3) **Strategic Note Outcome 2.1a:** National legislation on labour and migration effectively address women domestic workers' rights in Kazakhstan
  - a. **Related UNDAF Outcome I.** Economic and social wellbeing for all
  - b. **Related national development plans:** Law on Migration, Gender Equality Law, Employment Roadmap 2020
- 4) **Strategic Note Outcome 2.2c:** The formal and informal processes related to climate change adaptation, sustainable water management and disaster preparedness in Central Asia incorporates GE priorities and are influenced by GE advocates and women's activists
  - a. **Related UNDAF Outcome I.** Economic and social wellbeing for all
  - b. **Related national development plans:** Law on Migration, Gender Equality Law, Employment Roadmap 2020
- 5) **Strategic Note Outcome 3.1:** Domestic violence laws enforced in Tajikistan and amended/enforced in Kazakhstan in line with international standards to prevent and respond to domestic violence against women and girls
  - a. **Related UNDAF Outcome III.** Effective governance
  - b. **Related national development plans:** Law on Domestic Violence, National Gender Equality Strategy of KAZ 2006-2016
- 6) **Strategic Note Outcome 3.2:** Women and girls use state-funded multi-sectoral services for support and redress in cases of domestic violence in Kazakhstan
  - a. **Related UNDAF Outcome III.** Effective governance
  - b. **Related national development plans:** Law on Domestic Violence, National Gender Equality Strategy of KAZ 2006-2016
- 7) **Strategic Note Outcome 4.1:** National policy framework on implementation of UN SCR on Women, Peace and Security (WPS) adopted in Kazakhstan
  - a. **Related UNDAF Outcome I.** Economic and social wellbeing for all
  - b. **Related national development plans:** National development strategy "Kazakhstan 2050"
- 8) **Strategic Note Outcome 5.2:** Governments of Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan enforce effectively policies and legislation on GE in line with CEDAW Concluding Comments and other HR treaties recommendations pertaining to GE/WRs advancement (Beijing+20, post-MDGs, ICPD+20, UPRs, etc.)
  - a. **Related UNDAF Outcome I.** Economic and social wellbeing for all
  - b. **Related national development plans:** National development strategy "Kazakhstan 2050", National Gender Equality Strategy 2006-2016, National Action Plan on Human Rights
- 9) **Strategic Note Outcome 5.3:** Women's human rights obligations incorporated into national AIDS response in Kazakhstan, Tajikistan and Uzbekistan
  - a. **Related UNDAF Outcome I.** Economic and social wellbeing for all

- b. **Related national development plans:** National development strategy “Kazakhstan 2050”, National Gender Equality Strategy 2006-2016

In Tajikistan, UN Women outcomes under Strategic Note correspond to the following UNDAF 2010-2015 priorities and related national development plans:

- 1) **Strategic Note Outcome 2.1b:** Local development planning adopted in response to the needs of abandoned women from migrant families in Tajikistan
  - a. **Related UNDAF Outcome** Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions (relevant UNDAF’s Output 1.3 - Low-income households (also including Tajik labour migrants and their families, and refugees) and women are provided with access to a broad range of micro-credit/financing, legal, and income generation services)
  - b. **Related national development plans:** National Labour Migration Strategy for 2011-2015, Action Plan for implementation of the National Strategy for strengthening women’s role in Tajikistan for 2011-2020, National Welfare Improvement Strategy for 2012-2015, National Development Strategy for 2007-2015
- 2) **Strategic Note Outcome 2.1d:** The Law on Dekhkan Farms is gender-sensitive to address specific needs of women farmers in Tajikistan
  - a. **Related UNDAF Outcome** Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions (relevant UNDAF’s Output 1.3 - Low-income households (also including Tajik labour migrants and their families, and refugees) and women are provided with access to a broad range of micro-credit/financing, legal, and income generation services)
  - b. **Related national development plans:** National Labour Migration Strategy for 2011-2015, Action Plan for implementation of the National Strategy for strengthening women’s role in Tajikistan for 2011-2020, National Welfare Improvement Strategy for 2012-2015, National Development Strategy for 2007-2015
- 3) **Strategic Note Outcome 2.2a:** Enhanced sustainable livelihoods and economic security of women labour migrants and abandoned women from migrants families from pilot provinces of Tajikistan and Kyrgyzstan
  - a. **Related UNDAF Outcome** Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions (relevant UNDAF’s Output 1.3 - Low-income households (also including Tajik labour migrants and their families, and refugees) and women are provided with access to a broad range of micro-credit/financing, legal, and income generation services)
  - b. **Related national development plans:** National Labour Migration Strategy for 2011-2015, Action Plan for implementation of the



National Strategy for strengthening women's role in Tajikistan for 2011-2020, National Welfare Improvement Strategy for 2012-2015, National Development Strategy for 2007-2015

- 4) **Strategic Note Outcome 2.2b:** The state system of social protection and legal aid services improved in Rasht Valley of Tajikistan to provide better services to women, especially from vulnerable groups (rural women, women with disabilities disabled, survivors of violence)
  - a. **Related UNDAF Outcome** Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions (relevant UNDAF's Output 1.3 - Low-income households (also including Tajik labour migrants and their families, and refugees) and women are provided with access to a broad range of micro-credit/financing, legal, and income generation services)
  - b. **Related national development plans:** National Labour Migration Strategy for 2011-2015, Action Plan for implementation of the National Strategy for strengthening women's role in Tajikistan for 2011-2020, National Welfare Improvement Strategy for 2012-2015, National Development Strategy for 2007-2015
- 5) **Strategic Note Outcome 2.2c:** The formal and informal processes related to climate change adaptation, sustainable water management and disaster preparedness in Central Asia incorporates GE priorities and are influenced by GE advocates and women's activists
  - a. **Related UNDAF Outcome** Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions (relevant UNDAF's Output 1.3 - Low-income households (also including Tajik labour migrants and their families, and refugees) and women are provided with access to a broad range of micro-credit/financing, legal, and income generation services)
  - b. **Related national development plans:** National Labour Migration Strategy for 2011-2015, Action Plan for implementation of the National Strategy for strengthening women's role in Tajikistan for 2011-2020, National Welfare Improvement Strategy for 2012-2015, National Development Strategy for 2007-2015
- 6) **Strategic Note Outcome 3.1:** Domestic violence laws enforced in Tajikistan and amended/enforced in Kazakhstan in line with international standards to prevent and respond to domestic violence against women and girls
  - a. **Related UNDAF** Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions
  - b. **Related national development plans:** Law on Domestic Violence, State Programme on the Prevention of Violence in the Family for 2014-2023 approved by the Government on 30 April, 2014
- 7) **Strategic Note Outcome 3.3:** Municipality of Dushanbe city adopts local development plans to address safety and protection from violence needs of women and girls
  - a. **Related UNDAF** Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential,

- protect rights and improve core public functions
- b. Related national development plans:** Law on Domestic Violence, State Programme on the Prevention of Violence in the Family for 2014-2023 approved by the Government on 30 April, 2014
- 8) Strategic Note Outcome 4.2:** Gender equality advocates influence conflict prevention local policies at cross-border area of Kyrgyzstan and Tajikistan
- a. Related UNDAF Outcome:** Cross-border and regional issues are better managed through increased capacity on conflict prevention and improved cooperation with national and international partners
- b. Related national development plans:** NAP on GE policy implementation 2012-2016, Chapter 9 – Role of women in peace building and conflict prevention
- 9) Strategic Note Outcome 5.1:** National Sectoral Plan on Labour and Social Protection – 2020 of Tajikistan with specific commitments to advance gender equality and women’s empowerment adopted
- a. Related UNDAF** National and local levels of government have the capacity to implement democratic governance practices grounded in international standards and law. Development initiatives are effectively and strategically planned, financed and implemented in an inclusive and participatory manner
- b. Related national development plans** National Development Strategy 2005-2015 priority area - Creation of effective mechanisms for the implementation of gender policies as part of public administration reform
- 10) Strategic Note Outcome 5.2:** Governments of Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan enforce effectively policies and legislation on GE in line with CEDAW Concluding Comments and other HR treaties recommendations pertaining to GE/WRs advancement (Beijing+20, post-MDGs, ICPD+20, UPRs, etc.)
- a. Related UNDAF Outcome:** National and local levels of government have the capacity to implement democratic governance practices grounded in international standards and law. Development initiatives are effectively and strategically planned, financed and implemented in an inclusive and participatory manner
- b. Related national development plans** (priority area - Creation of effective mechanisms for the National Development Strategy 2005-2015 implementation of gender policies as part of public administration reform)
- 11) Strategic Note Outcome 5.3:** Women’s human rights obligations incorporated into national AIDS response in Kazakhstan, Tajikistan and Uzbekistan
- a. Related UNDAF Outcome:** National and local levels of government have the capacity to implement democratic governance practices grounded in international standards and law. Development initiatives are effectively and strategically planned, financed and implemented in an inclusive and participatory manner

- b. **Related national development plans:** National Development Strategy 2005-2015 priority area - Creation of effective mechanisms for the implementation of gender policies as part of public administration reform

In Uzbekistan, UN Women are working on the following main areas of the MCO Strategic Note (2014-2015):

- 1) **Strategic Note Outcome 1.1a** Special temporary measures (TSM) to promote increased women's political participation at national and local level in Kazakhstan and Uzbekistan incorporated into national legislation
  - a. **Relevant UNDAF (2010-2015) Outcome 4:** Governance, Effectiveness, inclusiveness and accountability of governance at the central and local levels enhanced; and
  - b. **Related national development plans:** National Action Plan for the Implementation of Concluding Observations by the CEDAW Committee on the 4th Periodic Report of Uzbekistan (NAP CEDAW) for 2010-2012; National Action Plan on the implementation of the recommendations of HRC and international UN Treaty Bodies on the result of consideration of the national reports of Uzbekistan in the field of human rights and freedoms (NAP UPR) for 2014-2016.
  
- 2) **Strategic Note Outcome 2.1c** National policy and institutional environment conducive for the improvement of socio-economic conditions of rural women (especially from rural areas in Uzbekistan (*National Programme on Women's Enterprise Development in Uzbekistan*))
  - a. **Relevant UNDAF Outcome1:** Economic wellbeing of population, including vulnerable groups, is improved (residents of economically underdeveloped, mainly rural areas, women, particularly home based workers, labour migrants and their families, children, particularly most at risks (adolescents, the elderly, HIV-positive people, people with disabilities)
  - b. **Related national development plans:** National Welfare Improvement Strategies 2008-2010 and 2013-2015
  
- 3) **Strategic Note Output 5.2.** Governments of Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan enforce effectively policies and legislation on GE in line with CEDAW Concluding Comments and other HR treaties recommendations pertaining to GE/WRs advancement (Beijing+20, post-MDGs, ICPD+20, UPRs, etc.)
  - a. **Relevant UNDAF Outcome 4:** Governance, Effectiveness, inclusiveness and accountability of governance at the central and local levels enhanced
  - b. **Related national development plans:** National Action Plan for the Implementation of Concluding Observations by the CEDAW Committee on the 4th Periodic Report of Uzbekistan (NAP CEDAW) for 2010-2012; National Action Plan on the implementation of the recommendations of HRC and international UN Treaty Bodies on the result of consideration of the national reports of Uzbekistan in the field of human rights and freedoms (NAP UPR) for 2014-2016

**4) Strategic Note Output 5.3.** Women's human rights obligations incorporated into national AIDS response in Uzbekistan

- a. **Relevant UNDAF Outcome 2:** Social Services Enhanced access to and utilization of relevant, quality essential social services (education, health, nutrition, Sexually Transmitted Infection - STI/HIV/drug use prevention, social protection of children and early childhood development)
- b. **Related national development plans:** National Strategic program to combat HIV infection in the Republic of Uzbekistan for 2013-2017

UN Women is a member of the UN Country Team in all countries covered by Kazakhstan MCO, supporting gender mainstreaming across UNCT thematic groups and leading the interagency gender thematic group.

In all three countries to be covered under MCO evaluation, UNDAF for the cycle 2016-2020 are about to be adopted.<sup>20</sup>

The Strategic Note is grounded in the standards, principles and obligations of the Convention to Eliminate All Forms of Discrimination against Women (CEDAW), Beijing Declaration and Platform for Action, Concluding Observations of the Commission on the Status of Women, SCR 1325, Millennium Development Goals, Concluding Observations of CEDAW and UPR recommendations concerning the respective countries, as well as UN Human Rights instruments (including Optional Protocols), to which the respective countries are member States and relevant Concluding Observations of the respective UN Human Rights Treaty bodies concerning the respective countries as well as relevant reports of Special Rapporteurs (detailed information on the status of ratification of UN Human Rights Instruments, including CEDAW and OP is reflected in the respective country background information section, to be provided to the selected evaluator).

The situation of women varies across the countries covered under the MCO Strategic Note. The detailed country background information will be provided by UN Women MCO to the selected evaluator.

In terms of governance, all of the countries in the region have a highly centralized decision-making and lack of political pluralism, which was factored

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<sup>20</sup> With respect to Kazakhstan, the development of the new UNDAF for 2016-2020 is framed as a UN Partnership Framework for Development (UNPFD), highlighting the intention of the state and UNCT to signal a shift from Kazakhstan being a development assistance recipient to an active development assistance actor. This strong political will is also clearly shown by the Government of Kazakhstan becoming a donor for UN agencies in Kazakhstan: two new UN joint programmes (JPs) are being funded for 2014-2016 by the Government. UN Women is a participating agency in both of them and these resources have enabled the MCO to continue its active work in the area of ERAW

in all programme interventions.

The economic situation of these countries range from increasingly prosperous energy and oil/gas exporting economy in Kazakhstan to landlocked low-income developing country context in Uzbekistan and Tajikistan.

But despite varying socio-economic characteristics, countries in the region are yet to close the gap and reach poverty, health and gender equality (GE) MDGs targets.

Rural poverty, corruption, organized crime, irregular labour migration, drug trafficking, weak rule of law, trafficking in human, inter-state disagreements over water and energy, demographic problems are coupled with emerging issues in the sub-region: radical islamization, extremism and terrorism, upcoming withdrawal of military troops from neighbouring Afghanistan that threaten overall stability and security in the sub-region.

Kazakhstan is ranked as an upper middle income economy with lower comparative to the rest of the region poverty rate of 12-13%, while Uzbekistan is considered to be a lower middle income country with 22-32% poverty rates and Tajikistan is a low income country with a poverty rate reaching up to 42%. Seasonal migration from Tajikistan and Uzbekistan to a richer neighbouring Russia and Kazakhstan has increased several times in the past decade: in 2012, Tajikistan and Kyrgyzstan were the top recipients of remittances in Asia: 48% of GDP for Tajikistan and 31% for Kyrgyzstan.

A share of women in domestic work is very highly – on some experts' estimations up to 80%. Women are also majority among unemployed population of these countries. On average across the sub-region women earn up to 50% less than men, particularly in the context of vertical and horizontal segregation in the labour markets. Women tend to be more concentrated among unpaid family and own-account workers, self-employed, domestic workers, labour migrants, which keep them as 'invisible' workforce within informal sector of economy with vulnerable legal situation, limited economic abilities, frequent violations of rights and limited access to social and health services. And remnants of social protection and medical insurance are deteriorating. Primary school education remains high (98-99%), but quality is a challenge. Under-five child mortality and maternal mortality is high.

At the same time, women remain to be underrepresented in political and economic decision-making in all of the countries in the region – on average women constitute around 17% in Parliaments and only 6% of women are among legislators. Although Constitutions of all countries of Central Asia provide for equality and non-discrimination and all countries in the region have acceded to CEDAW and majority of main UN human rights instruments, the implementation of respective provisions is lacking. All of the countries have a women's national machinery with various status and authority: in Tajikistan and Uzbekistan it is reporting to or headed by Prime Minister, while in Kazakhstan it is an advisory organ within the Administration of the President. But in all countries these institutions lack funding, institutional capacity and influence.

Tajikistan and Kazakhstan adopted laws on gender equality and domestic violence and developed national strategies on gender equality and women's empowerment. While some work is done on combating domestic violence and trafficking in women, little efforts are undertaken to address early and forced marriages, polygamy, sexual harassment and violence. None of the countries has state services for survivors of violence, leaving them without access to redress and protection and contributing to impunity.

The sub-region is a HIV low prevalence, with key driver of epidemics being injecting drug use, but sexual transmission has a tendency to increase in the last decade. Economic insecurity and discrimination fuel HIV transmission. According to WHO, 40% of new HIV infections in 2011 were among women?

The implementation of UNSCRs on WPS and recently adopted CEDAW General Recommendation on WPS is slow in the sub-region; the transboundary tensions in Fergana Valley have deteriorating impact on women's status in the area. Only Tajikistan has adopted a National Action Plan on UNSCR 1325.

The concern over climate change is especially growing because it affects the CA sub-region's water and energy security and can lead to political tension among the countries unless carefully managed by all of them. Climate change issues are closely interwoven in the issues of water availability and energy security severely affecting the livelihood in the CA region.

## **II. Description of the programme/project**

The total planned budget (including non-core to be mobilized) 2014-2015 Strategic Note is US\$ 8,609,233.

The work of UN Women is focused on responding to its three core mandates.

1. **Normative work:** *to support inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, in their formulation of policies, global standards and norms;*
2. **Operational work:** *to help Member States to implement international standards and to forge effective partnerships with civil society; and*
3. **Coordination work:** *entails both work to promote the accountability of the United Nations system on gender equality and empowerment of women (GEEW), including regular monitoring of system-wide progress, and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN.*

The main interventions undertaken under the Strategic Note are:

Country	Normative	Coordination	National programmes	Regional programmes	Global programmes
Kazakhstan	<p>Development of National Gender Strategy 2017-2027 for Kazakhstan,</p> <p>National Actions Plans on CEDAW concluding observations, UPR recommendations and on Resolution 1325.</p> <p>Implementation of the amendments to DVL in Kazakhstan</p> <p>Engendering HIV response</p> <p>Support updated national MDG report</p>	<p>UN Women MCO is a member of Kazakhstan's UNCT and chairs the GTG</p> <p>UN Women MCO contributed to the elaboration of the new UN Partnership Strategy (PFD) for Kazakhstan for 2016-2020</p>	<p>Introduction of temporary special measures in Kazakhstan</p> <p>Protection of rights of domestic workers</p> <p>Joint programme on effective implementation of domestic violence law in two pilot regions of Kazakhstan</p>	<p>Regional Migration Programme (on domestic workers)</p> <p>B+20 sub-regional and global consultations for partners in Central Asia</p> <p>Implementation of the UNAIDS Strategic Framework – “Getting to Zero”</p> <p>Integration of gender into the post-2015 Disaster Risk Reduction</p>	



				(DRR) global agenda	
Tajikistan	<p>Implementation and reporting on CEDAW Concluding Observations (by October 2015)</p> <p>CEDAW implementation and reporting</p> <p>Development of Domestic Violence Law (DVL) implementation mechanism</p> <p>Engendering the law on Dekhkan farms</p> <p>Engendering HIV response</p> <p>Supports engendering the</p>	<p>UN Women MCO is a member of Tajikistan's UNCT and chairs the GTG</p> <p>UN Women MCO contributed to the elaboration of the new UN Development Assistance Framework (UNDAF) for Tajikistan for 2016-2020</p>	<p>Implementation of the State programme and Action plan on prevention of violence in family</p> <p>Capacity building of Ombudsperson's Office to undertake gender review/analysis of national legislation in compliance with international HR documents</p> <p>Women Economic empowerment for abandoned migrant wives</p> <p>UN Joint Programme Human Security Trust Fund</p>	<p>Regional Migration Programme</p> <p>Implementation of the UNAIDS Strategic Framework – “Getting to Zero” – which advances three strategic directions: a) Regional Migration Programme</p> <p>Peacebuilding Fund – supporting women to participate in conflict prevention and resolution at cross-border</p>	<p>“Dushanbe Safe City for All” project (as a part of the Global Safe Cities Initiative)</p> <p>“Gender and Democratic Governance in Development: Delivering Basic Services for Women in Tajikistan” (as a part of the Global programme)</p>

	<p>new Labour Code and new long term Labor Strategy</p> <p>Engendering Labor Migration Law</p> <p>Supports engendering local development plans to make them responsive to the needs of abandoned women from migrant families</p>			area	
Uzbekistan	<p>Implementation of National Action Plans on CEDAW Concluding Observations, UPR Recommendations and Beijing +20 agenda</p> <p>UN Women</p>	<p>UN Women MCO is a member of UNCT in Uzbekistan and chairs the GTG;</p> <p>UN Women MCO contributed</p>	<p>Temporary special measures</p> <p>National Programme on Women's Entrepreneurship Development (WED)</p> <p>HIV programme</p> <p>UN Joint Programme on disability</p> <p>UN Joint Programme to improve livelihoods in the Aral Sea Basin</p>		

	supported development of the second national report on MDGs	to development of UNDAF 2016-2020; Common Country Analysis formulation process;	- BBeijing		
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The implementation status of these interventions is:

Country	Completed	Ongoing/Planned	Cancelled/Revised
Kazakhstan		Regional Migration Programme II (RMP II)  Two UN Joint Programmes  UBRAF (HIV) programme	
Tajikistan	“Gender and Democratic Governance in Development: Delivering Basic Services for Women in Tajikistan”	Regional Migration Programme II (RMP II)  Empowering Abandoned women from Migrants’ Families in Tajikistan  UNHTF project  Rule of Law project	AWP revised in 2014 to include a humanitarian outcome/output for assistance in Tajikistan

		Dushanbe Safe City for All project UBRAF (HIV) programme	
Uzbekistan	Women' Economic Empowerment in Uzbekistan (2011-2014)	<input type="checkbox"/> Temporary Special Measures in UZB <input type="checkbox"/> Programme on Women's Entrepreneur Development in UZB <input type="checkbox"/> Implementation of CEDAW and UPR <input type="checkbox"/> HIV programme in UZB	

A draft stakeholder analysis has been undertaken by the MCO. This is expected to be reviewed and updated by the evaluation team as part of the inception meeting.

Stakeholder role	Specific groups (gender disaggregated)	Main contributions
Kazakhstan		
Target Groups of rights holders	Women – members of political parties Women's rights civil society organizations (CSOs) Women and girls –victims of domestic violence Domestic workers (male and female) Youth (male and female) HIV positive women and girls	Expected to benefit from implementation of UN Women MCO SN in Kazakhstan: <ul style="list-style-type: none"> <li><input type="checkbox"/> TSM – advocacy for revision of national legislation to introduce temporary special measures or quotas for women MPs in Parliament in Kazakhstan;</li> <li><input type="checkbox"/> HIV-capacity building activities for the members of Net;</li> <li><input type="checkbox"/> DV – capacity building and advocacy for</li> </ul>

		<p>implementation of DVL in Kazakhstan aiming to reduce DV instances and improve law enforcement response to incidents of DV and protection of victims;</p> <ul style="list-style-type: none"> <li>□ DW - advocacy for supporting the rights of migrants-domestic workers in using the labour contracts, in accessing medical and educational services, enhancing the capacities of state and non-state structures (including private employment agencies, trade unions etc.) in protecting the rights of DWs.</li> </ul>
<p>Principle and primary duty bearers who make decisions and implement the SN</p>	<p>National Commission on Women' Affairs and Family-Demographic Policy under the President of Kazakhstan; Parliament of Kazakhstan; Judiciary; Ministry of Interior; Ministry of Justice; Ministry of Health and Social Protection Ministry of Foreign Affairs; Ministry of health and social welfare; Ministry of Economy; Prosecutor General Office; Akimats of Kyzylorda and Mangistau regions; CSOs providing social services to victims of VAWG;</p>	<p>The National Commission and the relevant ministries are partners in all of UN Women MCO's programmes under the Strategic Note in Kazakhstan, including JPs in Kyzylorda and Mangistau;</p> <p>The national AIDS action plan is the central planning tool that guides work at different levels and sectors and behind which donors will align their support. It is a critical framework in which to align commitments to gender equality—under the CEDAW) and in the Beijing Platform for Action, the MDGs and Security Council Resolution 1325—and to scale up the proven strategies to halt and reverse the spread of HIV and AIDS among women and girls.</p> <p>A multisectoral approach to the AIDS pandemic calls for the broad participation of a cross-section of government ministries.</p>

<p>Experts and consultants who have provided technical inputs into the SN</p>	<p>Civil Society Advisory Group UN Gender Focal Persons</p>	<p>The Gender Theme Group is chaired by UN Women MCO and includes focal points of United Nations Agencies operating in the country. The GTG contributes to strengthening the UNCT's overall performance on GE, supported the mainstreaming of gender into the PFD; coordinates joint programmes and shares information on gender related activities and programmes. It is accountable to the UNCT and reports to the UNCT on activities at the country level.</p>
<p>Representatives of secondary duty bearers and rights holders affected by the SN but not targeted for assistance</p>	<p>Trade Unions Rights Holders Groups Media</p>	<p>Under the 16 Days of Activism Against VAW campaign, the MCO in Kazakhstan secured participation and contribution by 4 male Head of UN Agencies in Kazakhstan/Central Asia – UNAIDS, UNESCO, UNHCR and UN DPI - The Beijing+20 for Central Asia Facebook page and Twitter account was created and is being led by the MCO starting from September 2014.</p> <p>Successful partnership between UN Women with the trade union federations of Kazakhstan, Kyrgyzstan and Tajikistan to facilitate cooperation and their participation in advocating for domestic work. UN Women supported the trade unions in a review of existing interstate agreements in the field of labour migration, from the point of view of inclusion of domestic work regulations, which will be used for expanded advocacy to integrate needs of DWs.</p> <p>The private recruiting agencies (PRAs) are involved as direct beneficiaries (for capacity development to address</p>

		DWs' needs) as well as service providers and actors able to contribute to policy formulation and further implementation. This partnership provides a wider focus of work on DWs rights – not only policy related, but also on improving service delivery for DWs in regard of access to decent work.
Tajikistan		
Target Groups of rights holders	Women and girls lacking civil registration and ID documents, women and girls in need of social protection, victims of domestic violence and those in risk of DV and gender-based discrimination, labor migrants, vulnerable families of labor migrants, abandoned families of labor migrants, women and girls with disabilities, WLWH, Self Help Groups (SHG)	Participate in baseline studies, progress monitoring activities and contribute towards situation analysis and monitoring of progress/results Raise concerns in related intervention fields and demand for adequate protection/service provision
Principle and primary duty bearers who make decisions and implement the SN	Committee on Women and Family Affairs under the Government of the Republic of Tajikistan (CWFA)  Ministry of Labor Migration and Employment of Tajikistan (MLME)  Ministry of Interior (MoI)	National government stakeholders actively participated in the process of discussions on developing MCO SN for 2014-2015  National government stakeholders coordinate inputs and interventions from UN Women and other organizations, jointly discuss progress and future needs



	<p>DfID Great Britain Government of Norway UNDP/Government of Finland (RoL project Donor)</p> <p>UN Women Responsible Parties: State Women’s Centre under Dushanbe authority, NGOs “Association of Women and Society”, “Azal”, “Najibullo”</p>	<p>Donors fund the projects and coordinate planned interventions and results achieved, conduct joint monitoring</p>
<p>Experts and consultants who have provided technical inputs into the SN</p>	<p>Civil Society Advisory Group</p> <p>Coalition of NGOs “From equality de-jure to equality de-facto”</p> <p>UN Gender Focal Persons from UN and non-UN organizations in Tajikistan</p>	<p>These organizations and individuals feed into planning discussions, make inputs on baseline situation and gender related priorities for the country for UN Women interventions. The organizations participated in prioritization of SN directions and continuously take part in following up the results</p>
<p>Representatives of secondary duty bearers and rights holders affected by the SN but not targeted for assistance</p>	<p><b>Secondary rights holders:</b> Wider population in Tajikistan (households of people with disabilities, households in risk of domestic violence, wider households of labor migrants, households of PLWH etc.)</p> <p><b>Secondary duty bearers:</b> Trade unions Mass Media Women’s Watch Groups One Stop Shop Service (Ghonchi pilot district) District Task Forces under local Committees on Women and Family Affairs</p>	<p>Secondary rights holders contribute to feedback mechanisms to understand benefits of the interventions and understanding further needs (through participation and feedback in studies, awareness raising programmes, TV and Radio programme discussions)</p> <p>Secondary duty bearers feed into piloting interventions in the local areas, feedback on successes and weak points of the interventions, suggest future improvements and interventions. They also serve as a feedback bridge between the service users, service providers, decision makers and introduced interventions for future planning and improvements</p>

Uzbekistan		
Target Groups of rights holders	<ul style="list-style-type: none"> <li><input type="checkbox"/> Rural women from 6 rural regions of Uzbekistan (Tashkent, Sirdarya, Djizzak, Kashkadarya, Fergana and Republic of Karakalpakstan ( Muynak and Konlikul districts);</li> <li><input type="checkbox"/> Women living with HIV – members of Informal Net of women and children affected by HIV (Tashkent city, Tashkent, Andijan, Bukhara regions)</li> <li><input type="checkbox"/> Women –entrepreneurs (small-scale enterprises, start-up etc.)</li> </ul>	<p>Participated and benefited from implementation MCO SN and UN Women projects in UZB:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> WEE- WE and access to microcredit lines, for income generation;</li> <li><input type="checkbox"/> HIV-capacity building activities for the members of Net;</li> <li><input type="checkbox"/> WED- development of the new national policy on WED which incorporates rural women’s needs;</li> <li><input type="checkbox"/> TSM –development of recommendations for TSM’ implementation in UZB (as part of CEDAW observations implementation)</li> </ul>
Principle and primary duty bearers who control the SN	<ul style="list-style-type: none"> <li><input type="checkbox"/> Women’s Committee of Uzbekistan and its regional/ district/ city/ branches <ul style="list-style-type: none"> <li><input type="checkbox"/> National Human rights Center</li> <li><input type="checkbox"/> Chamber of Commerce and Industry of Uzbekistan and its regional branches</li> <li><input type="checkbox"/> NANGOs of Uzbekistan,</li> <li><input type="checkbox"/> NGO “ Civic Initiatives Support Center”,</li> <li><input type="checkbox"/> UN agencies ( UNDP, UNFPA, UNAIDs)</li> </ul> </li> </ul>	<p>1) Participated in the discussions on developing MCO SN for 2014-2015 during the MCO representatives mission in UZ B ( Nov2013)</p> <p>WCU, CCIUz and NGO CISC- are the main MCO SN’ implementation partners in UZB</p>
Experts and consultants who have advised the SN	N/A	

Representatives of secondary duty bearers and rights holders affected by the SN but not targeted for assistance	N/A	
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The development of the capacities of national partners is addressed under all ongoing projects and interventions by the UN Women MCO.

In Kazakhstan, following expression of intent by the Government of Kazakhstan to develop National Action Plan (NAP) on UNSC Resolution 1325, UN Women has been working to increase the capacities of national partners, in particular the Ministry of Foreign Affairs (MFA) and local women's NGOs, in the field Women, Peace and Security (Res.1325) and prospective enforcement mechanism. This resulted in the creation of an informal network of women's NGOs for future consultations (planned for 2015) on approaches to advocate for enforcement of the UN SCR's implementation.

On the issue of domestic workers (DWs), UN Women as part of the Regional Migration Programme built the capacity of representatives of relevant state institutions, private recruiting agencies, and trade unions by organizing trainings and consultative meetings to increase knowledge of the international norms and standards. It resulted in an understanding of how domestic work has to be regulated, taking into account gender dimensions and gender-specific requirements to ensure equal rights to decent work in line with standards recommended by ILO Convention of DWs. The signing of MoUs by the NGO implementing partner of UN Women under RMP, with 14 private recruiting agencies is a key result of the improved recognition of the need to ensure DWs' rights under these agencies' regulations. UN Women MCO will further undertake media monitoring to assess content of the media products focused on labour migration issues from the perspective of promotion of non-discrimination and supporting social integration of labour migrants and members of their families into the receiving society. In the long term, it is expected to ensure stronger protection of rights of labour migrants and their family members and promote their personal security in the country of destination

As part of its programme on domestic violence in Kazakhstan, UN Women initiated small scale project to improve the capacities of 76 judicial and law enforcement actors was strengthened by the provision of practical skills to work on cases of violence against women. To ensure the sustainability of these efforts, the trainings focused on further institutionalization of the capacity development efforts for the particular group of stakeholders: training modules were introduced into the curricula of relevant training institutions operational under the Ministry of Interior and the Prosecutor's Office.

The MCO also supported the development of a new generation of media specialists who are able to cover labour migration issues from a gender and human rights perspective, through a partnership with Kazakhstan's National State University. The University was provided with the necessary technical and financial support for developing a special course on media and gender-responsive migration for students of the journalism programme.

### **III. Purpose (and use of the evaluation)**

The work of UN Women is framed by the Convention on the Elimination of All Forms of Discrimination Against Women, which is often called the "international bill of women's rights", and the Beijing Platform for Action, which sets forth governments' commitments to enhance women's rights. The spirit of these agreements has been affirmed by the Millennium Development Goals; UN Security Council resolutions on women, peace and security and on sexual violence in conflict<sup>21</sup>; Economic and Social Council agreed conclusions 1997/2 and resolution 2011/5; and the UN System Chief Executives Board for Coordination policy on gender equality and women's empowerment and its corresponding system-wide action plan.

Evaluation in UN Women is guided by these normative agreements to be gender-responsive and utilizes the entity's strategic plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. The UN Women Evaluation Policy and the UN Women Evaluation Strategic Plan 2014-2017 are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, Standards for Evaluation in the UN System<sup>22</sup> and Ethical Guidelines.<sup>23</sup>

The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

Multi-Country Portfolio Evaluation (MCPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level.

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<sup>21</sup> UN Security Council resolutions on women, peace and security and on sexual violence in conflict include: 1325 (2000), and 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), and 2122 (2013);

<sup>22</sup> UNEG, "Norms for evaluation in the UN system", 2005, available online at: <http://www.unevaluation.org/document/detail/21>, and "Standards for evaluation in the UN system", 2005, available online at: <http://www.unevaluation.org/document/detail/22>.

<sup>23</sup> UNEG, "Ethical guidelines", 2008, available online at: <http://www.unevaluation.org/document/detail/102>.

The UN Women portfolio responds to its three core mandates, which include normative, operation and coordination work. The MCPE focuses on their individual and combined success in advancing gender equality in the countries covered by the MCO. It uses the Strategic Note as the main point of reference.

This MCPE is being primarily commissioned by the Multi Country Office (MCO) as a formative (forward-looking) evaluation to support the MCO and national stakeholders' strategic learning and decision-making for the next Strategic Note, due to be developed in [insert date]. The evaluation is expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

It is a priority for UN Women that the MCPE will be gender-responsive, and will actively support the achievement of gender equality and women's empowerment.

The primary intended users of this evaluation are:

1. UN Women MCO, UN Women RO for ECA and other internal UN Women stakeholders
2. Target groups, their households and community members Programme and project partners;
3. National government institutions;
4. Civil society representatives;
5. Donors and development partners;
6. UN Country Team
7. Private sector partners

Primary intended uses of this evaluation are:

- a. Learning and improved decision-making to support the development of the next Strategic Note, to cover the cycle of 2015-2018;
- b. Accountability for the development effectiveness of the MCO Strategic Note 2014-2015 in terms of UN Women's contribution to gender equality and women's empowerment;
- c. Capacity development and mobilisation of national stakeholders to advance gender equality and the empowerment of women.

#### **IV. Objectives (evaluation criteria and key questions)**

The evaluation has specific objectives:

8. Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
9. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.
10. Support the UN Women MCO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
11. Analyse how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
12. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.
13. Provide insights into the extent to which the UN Women MCO has realized synergies between its three mandates (normative, coordination and operations).
14. Provide actionable recommendations with respect to the development of the next UN Women MCO Strategic Note.

The evaluation will apply four OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, and sustainability) and 11 sub-criteria. Human Rights and Gender Equality is mainstreamed as a sub-criterion.

The evaluation will seek to answer the following key evaluation questions and sub-questions:

<b>Key Criteria</b>	<b>Key Questions</b>	<b>Sub Criteria</b>	<b>Sub Questions</b>
Relevance	Are we doing the	Alignment	Is the portfolio aligned with national policies and international human rights norms?

	right things?	Human Rights and Gender Equality	<p>Is the choice of partners most relevant to the situation of women and marginalised groups?</p> <p>Is the choice of interventions most relevant to the situation in the target thematic areas?</p> <p>Do interventions target the underlying causes of gender inequality?</p>
Efficiency	Are we doing things right?	Organizational Efficiency	<p>To what extent does the UN Women MCO management structure support efficiency for implementation?</p> <p>Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?</p> <p>Has a Results Based Management system been established and implemented?</p>
		Coherence	<p>Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?</p> <p>Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?</p> <p>What is UN Women's comparative advantage the countries covered compared with other UN entities and key partners?</p>
		Human Rights and Gender Equality	<p>Which groups is the portfolio reaching the most, and which are being excluded?</p>



Effectiveness	Are the things we are doing working?	Achievements	<p>To what extent have planned outputs been achieved on time?</p> <p>Are interventions contributing to the expected outcomes? For who?</p> <p>What unexpected outcomes (positive and negative) have been achieved? For who?</p> <p>What has been UN Women's contribution to the progress of the achievement of outcomes?</p> <p>What are the main enabling and hindering factors to achieving planned outcomes?</p>
		Human Rights and Gender Equality?	<p>Is the portfolio addressing the root causes of gender inequality?</p> <p>To what extent is the portfolio changing the dynamics of power in relationships between different groups?</p> <p>Has the portfolio been implemented according to human rights and development effectiveness principles:</p> <ul style="list-style-type: none"> <li>a. Participation/empowerment</li> <li>b. Inclusion/non-discrimination</li> <li>c. National accountability/transparency</li> </ul>
		UN Coordination	<p>What contribution is UN Women making to UN coordination on GEEW in the different countries? Which roles is UN Women playing in this field in the different countries?</p> <p>To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?</p>

		Normative	<p>To what extent have lessons learned been shared with or informed global normative work and other country offices?</p> <p>What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women in the different countries covered by the MCO?</p>
Sustainability	Will the changes last?	Capacity development	To what extent was capacity developed in order to ensure sustainability of efforts and benefits?
		Ownership	<p>Is there national ownership and are there national champions for different parts of the portfolio?</p> <p>What local accountability and oversight systems have been established to support the continuation of activities?</p>

As part of the inception meeting the evaluation team is required to review agreed indicators for answering each evaluation question. A model template will be provided to the evaluation team for this purpose. All indicators are expected to include the following elements:

1. A pre-defined rubric for evaluative judgement in the form of a definition of success, a benchmark, or a minimum standard;
2. Mainstreaming gender-responsiveness (where appropriate):
  - a. Gender-disaggregated,
  - b. Gender-specific (relating to one gender group),
  - c. Gender-redistributive (balance between different gender groups);
3. Mainstreaming a human rights based approach (where appropriate):
  - a. Reference to specific human rights norms and standards (including CSW concluding observations),
  - b. Maximising the participation of marginalised groups in the definition, collection and analysis of indicators.

The evaluation is expected to take a gender-responsive approach. Gender-responsive evaluations use a systematic approach to examining factors related to gender that assesses and promotes gender equality issues and provides an analysis of the structures of political and social control that create gender equality. This technique ensures that the data collected is analysed in the following ways:

11. Determining the claims of rights holders and obligations of duty bearers
12. Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives
13. Comparing with existing information on the situation of human rights and gender equality in the community, country, etc.
14. Identifying trends, common responses and differences between groups of stakeholders (disaggregation of data), for example, through the use of graphs or illustrative quotes (that do not allow for identification of the individual)
15. Integrating into the analysis the context, relationships, power dynamics, etc.
16. Analysing the structures that contribute to inequalities experienced by women, men, girls and boys, especially those experiencing multiple forms of exclusion
17. Assessing the extent to which participation and inclusiveness (with respect to rights holders and duty bearers) was maximized in the interventions planning, design, implementation and decision-making processes
18. Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.)
19. Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue)
20. Comparing the results obtained with the original plan (e.g., through the application of the evaluation matrix)

Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers. The preliminary findings obtained through this process should be validated through a stakeholder workshop with evaluation management and reference groups towards the end of the primary data collection stage.

## **V. Scope of the evaluation**

The timing of this Multi Country Portfolio Evaluation is intended to assess the effectiveness and lessons as we approach the end of the current Strategic Note.

The period covered by the evaluation will be 2014-2015. **The evaluation should focus on the thematic area of Women's Economic Empowerment undertaken by the MCO under the Strategic Note, as well as general support to normative policy and UN coordination.**

This evaluation will cover MCO's work in Kazakhstan, Tajikistan and Uzbekistan.

The evaluation team is expected to do data collection and have stakeholder consultations in all countries where there is programme work, namely Kazakhstan, Tajikistan and Uzbekistan.

The evaluation will not consider impact (as defined by UNEG) as it is considered too premature to assess this.

UN Women organisational structures and systems outside of the MCO (such as regional architecture) are not within the scope of this evaluation, and should be referenced only where there is a clear implication for the design and implement of the MCO Strategic Note.

Joint programmes and programming is within the scope of this evaluation. Where joint programmes are included in the analysis, the evaluation will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.

The project "**Empowering abandoned women from migrants families in Tajikistan**", funded by the Government of Norway is scheduled for summative evaluation in fall 2015. Preparation for evaluation are planned to begin in late August 2015. The scope of the evaluation may partially overlap with the evaluation of programmatic work of UN Women MCO for Tajikistan.

The evaluation is expected to consider the main cultural, religious, social and economic differences between the different countries covered by the evaluation when analysing the contributions of UN Women.

The evaluation is recommended to apply the [Women's Empowerment Framework](#) (developed by Sara Hlupekile Longwe)<sup>24</sup> as a way to conceptualize the process of empowerment. This will help frame progressive steps towards increasing equality, starting from meeting basic welfare needs to equality in the control over the means of production<sup>25</sup>.

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<sup>24</sup> [http://awidme.pbworks.com/w/page/36322701/Women%27s Empowerment Framework#\\_ftn1](http://awidme.pbworks.com/w/page/36322701/Women%27s+Empowerment+Framework#_ftn1)

<sup>25</sup> The five "levels of equality" in the Women's Empowerment Framework include:

1. *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women.
2. *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men.
3. *Conscientisation*, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.
4. *Mobilization*, implementing actions related to the conscientisation of women.

The evaluation team is expected to undertake a rapid evaluability assessment in the Inception Workshop. This should include the following:

1. An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop;
2. An assessment of the quality of performance indicators in the DRF and OEEF, and the accessibility and adequacy of relevant documents and secondary data;
3. A review of the conduciveness of the context for the evaluation;
4. Ensuring familiarity with accountability and management structures for the evaluation.

The MCO has undertaken an initial assessment and rated the availability of secondary data necessary for the evaluation:

<b>Data</b>	<b>Availability</b>
Baseline data	Medium Baseline data available on political participation of women in KAZ, TAJ, UZB Baseline data is available, but limited with respect to WEE in KAZ, TAJ and UZB No reliable data is available on domestic violence and other forms of VAW in all three countries Limited data is available on WPS in all three countries Some baseline data is available on implementation of CEDAW and UPR
Activity reports	High UN Women MCO reports UNCT reports
Output results monitoring	High UN Women MCO monitoring and reporting
Outcome results monitoring	High UN Women MCO monitoring and reporting
Financial records	High UN Women MCO and RP reporting
Management reports	High

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5. *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action

	UN Women MCO reporting
Communications products	Medium UN Women MCO communication and independent media reports

The evaluation is expected to face the following logistics constraints:

- 1) Considering that UN Women MCO is located in Almaty, Kazakhstan, but Kazakhstani government is in Astana, and likewise part of UNCT; meetings with Government stakeholders and some UN agencies in Kazakhstan would require travel to Astana;
- 2) Confirmation of meetings by MFA in Kazakhstan would define 1 or 2 day modality of travel to Astana, which is likely to be known only a week before or less prior to commencement of mission to Kazakhstan;
- 3) Travel between countries in the region, particularly to, from and within Tajikistan and Uzbekistan is likely to require travel with B or C category airlines;
- 4) Travel between countries and for field visits may require travel over weekends or overnight flights/roadtrips;
- 5) Evaluation mission would involve field visit in Tajikistan, the location of which is to be confirmed at least one week prior to commencement of mission to Tajikistan;
- 6) Meetings with government officials, civil society activists and other stakeholders will require Russian-English interpretation, if evaluator(s) is/are not fluent in Russian. This may negatively impact the correct perception of information communicated to/by stakeholders.

Where these constraints create limitations in the data that can be collected, these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used.

In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

#### **VI. Evaluation design (process and methods)**

The evaluation will use a theory-based<sup>26</sup> cluster design<sup>27</sup>. The performance of the multi-county portfolio will be assessed according to the theory of change stated in the Strategic Note 2014-2015. To achieve sufficient depth, the evaluation will cluster programming, coordination, and policy activities of the Multi Country Office around the thematic areas stated in the UN Women Strategic Plan 2014.

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<sup>26</sup> A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework (see annexed) and the Organisational Effectiveness and Efficiency Framework (also in annexes) of the Multi-Country Office. This will cover all activities undertaken by the Multi-Country Office and will use a model template to be provided to the evaluation team.

The portfolio analysis will be triangulated through a mixed methods approach that will include:

9. Desk review of additional documentary evidence;
10. Consultation with all main stakeholder groups; and
11. An independent assessment of development effectiveness as described below.

The evaluation is expected to apply a **difference-based** approach to assessing the contribution of UN Women to development effectiveness. Using the Most Significant Change technique to identify expected and unexpected changes in target and comparison groups, it is anticipated that the evaluation will apply process tracing to identify the mechanisms of change and the probable contributions of UN Women.

The evaluation is expected to apply an **agreement-based** approach to assessing the strategic position of UN Women. It is anticipated that mixed qualitative/quantitative cases will be developed of different target groups and compared using a configurational design. The evaluation team will identify which factors, and which combinations of factors, are most frequently associated with a higher contribution of UN Women to expected and unexpected outcomes.

The method should include a wide range of data sources (including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups).

The evaluation is particularly encouraged to use participatory methods to ensure that all stakeholders are consulted as part of the evaluation process. At a minimum, this should include participatory tools for consultation with stakeholder groups and a plan for inclusion of women and individuals and groups who are vulnerable and/or discriminated against in the consultation process (see below for examples).

The use of participatory analysis, video, photography or other methods are particularly encouraged as means to include rights holders as data collectors and interpreters.

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<sup>27</sup> A cluster evaluation assess a large number of interventions by 'grouping' similar interventions together into 'clusters', and evaluating only a representative sample of these in depth.



The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed.

It is expected that the evaluators will use one or more recognised approaches to guide the evaluation process, such as appreciative enquiry, most significant change, outcomes mapping, collaborative outcomes reporting, or others. The evaluator will elaborate on the final rationale for selection and their limitations.

The evaluation is encouraged to use the following data collection tools:

- (Group) Interviews
- Secondary document analysis
- Observation
- Multimedia (photography, drawing)

The evaluator should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

The evaluation is encouraged to use the following data analysis tools:

- Synthesis of results data and evidence
- Qualitative Comparative Analysis

The evaluation is expected to reconstruct the theories of change using a participatory process during the Inception Workshop. This should be critiqued based on feminist and institutional analysis.

The evaluation will apply Contribution Analysis to assess the effectiveness of UN Women's multi-country portfolio. This will use a model template to be provided to the evaluation team.

The evaluation will include a basic analysis of risk in the multi-country portfolio based on the following framework: 1) potential fiduciary risks, 2) risks of causing harm, 3) reputational risks, 4) programme performance risks, 5) risks of entrenching inequity, and 6) risks of doing nothing. This will use a model template to be provided to the evaluation team.

It is proposed that the evaluation will use a sampling unit based on countries and Strategic Plan Goals. The main interventions undertaken by the Multi Country Office have been mapped into a sample frame for the evaluation:

<b>Work Cluster</b>	<b>Multi-country programming</b>	<b>Kazakhstan</b>	<b>Tajikistan</b>	<b>Uzbekistan</b>
<i>Leadership</i>		Introduction of temporary special measures in Kazakhstan		Temporary special measures in Uzbekistan
<i>Economic Empowerment</i>	Regional migration programme	Protection of rights of domestic workers (part of RMP)	Building capacity of women from families of labour migrants and other vulnerable groups in pilot provinces to engage in and implement economic initiatives jointly with local governments  Strengthening knowledge of women with disabilities and survivors of violence regarding social protection and civil registration and capacities to lobby and monitor women's access to social services in Rasht Valley	National Programme on Women's Entrepreneur Development (WED) in Uzbekistan
<i>Ending Violence</i>		Two UN joint programmes on effective implementation	National Action plan on responding and preventing DV in support to	

		of domestic violence law in two pilot regions of Kazakhstan	DVL enforcement  Dialogue between municipality of Dushanbe and women's CSOs to incorporate issues of combating violence against women in public spaces into local development plans of Dushanbe city	
<i>Peace and Security</i>		Adoption of National Action Plan on UNSCR 1325	Costing of National Action Plan 1325  Strengthening women's capacity to lead evidence-based advocacy and influence local policies on conflict prevention  Enhancing capacities of women's groups for gender responsive mediation on natural resources disputes peace negotiations , reconciliation and conflict prevention  Enhancing capacity of the local partners to engender the national disaster risk reduction policy and actions	

<i>Governance</i>	<p>Strengthening network of W HIV+ at the Central Asian level to jointly voice for engendering policies and legislation</p> <p>Regional Migration Programme</p>	<p>Implementation of CEDAW and other UN HR Treaty Bodies' concluding observations and UPR recommendations on gender and women's rights</p>	<p>Engendering national policy and legislation in the area of employment, labour and migration</p> <p>Implementation of CEDAW, Concluding Observation and UPR recommendations</p> <p>Strengthening Internal capacity of national network of Women HIV+</p>	<p>Implementation of CEDAW and other UN HR Treaty Bodies' concluding observations and UPR recommendations on gender and women's rights</p>
<i>UN Coordination</i>		<p>UN Women MCO is a member of UNCT and chairs the GTG</p> <p>UN Women MCO contributed to the elaboration of the new UN Partnership for Development 2016-2020</p>	<p>UN Women MCO is a member of UNCT and chairs the GTG</p> <p>UN Women MCO contributed to the elaboration of the new UNDAF 2016-2020</p> <p>UNDAF Evaluation 2010-2015</p>	<p>UN Women MCO is a member of UNCT and chairs the GTG</p> <p>UN Women MCO contributed to the elaboration of the new UNDAF 2016-2020</p> <p>UNDAF Evaluation 2010-2015</p>
<i>Normative Support</i>	<p>UN Women MCO supported participation of partners at 59th CSW session in March 2015</p> <p>UN Women MCO led the Sub-regional consultation for</p>	<p>Development of National Gender Strategy 2017-2027 for Kazakhstan, National Action Plans on CEDAW concluding observations, UPR recommendations.</p>	<p>UN Women MCO supported dialogue to integrate gender into inter-agency Disaster Risk Reduction (DRR) operations</p> <p>UN Women MCO supported the Government of Tajikistan to</p>	<p>Implementation of National Action Plans on CEDAW Concluding Observations, UPR Recommendations and Beijing +20 agenda</p> <p>UN Women supported</p>

	<p>review of the implementation of BPfA in Central Asia, October 2014</p> <p>UN Women MCO supported Regional consultations for Central Asia and South Caucasus on the post - 2015 framework for Disaster Risk Reduction (Hyogo Framework for Actions 2)</p>	<p>Technical assistance to the Ministry of Foreign Affairs to initiate a process of development of a National Action Plan on 1325.</p> <p>UN Women supported the updated national report on MDGs</p>	<p>undertake a comprehensive national review of implementation of the 1995 Beijing Platform for Action (BPfA)</p> <p>Development of the National programme to enforce the law on prevention of domestic violence</p> <p>Develop National Action Plan (NAP) on implementation of the CEDAW Concluding Observations</p> <p>Advocated to enforce WPS-related commitments by the Government resulted to adoption of NAP 1325</p>	<p>development of the second national report on MDGs</p>
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The evaluation is expected to apply a purposive sampling design based on the following minimum standards:

5. One or two thematic cluster of operational work per country;
6. All countries covered by the MCO with the exception of Turkmenistan;
7. One multi-country programme (where multi-country work exists)
8. The most strategically important thematic clusters to the MCO:
  - a. Relevance of the subject. Is the thematic cluster a socioeconomic or political priority of the mandate and role of UN Women? Is it a key priority of the national plan, UN Women strategic note or the AWP? Is it a geographic priority of UN Women, e.g., levels of gender inequality and the situation of women in the country?
  - b. Risk associated with the thematic area. Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?
  - c. Significant investment. Is the intervention considered a significant investment in relation to the overall office portfolio (more than one-

third)?

9. The richest learning opportunities.

- a. Potential for replication and scaling-up. Would the evaluation provide the information necessary to identify the factors required for the success in a thematic area and determine the feasibility of replication or scaling-up? Does the thematic area include a pilot and/or an innovative initiative?
- b. Knowledge gap. Will the evaluation help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

## **VII. Stakeholder participation**

The evaluators are expected to discuss during the Inception Workshop how the process will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives:

1. Design (inception workshop);
2. Consultation of stakeholders;
3. Stakeholders as data collectors;
4. Interpretation;
5. Reporting and use.

Stakeholders should include:

8. Target groups, their households and community members (in particular rural women in Tajikistan and Uzbekistan, victims in all three countries);
9. Programme and project partners;
10. National government institutions;
11. Internal UN Women stakeholders;
12. Civil society representatives;
13. Private sector and trade unions representatives;
14. Donors and development partners;
15. UN Country Team;

The following participation is expected in the evaluation:

Stakeholder	Role in portfolio	Gains from participation	Role in evaluation	Stage
UN Women MCO	Management	Decision-making support	Management Facilitation Design Consultation Validation Evaluation Reference Group	All
National Women's Machinery and other relevant national government partners	Implementation	Ownership and learning	Consultation Validation Evaluation Reference Group	Implementation Reporting
Donors	Funding and strategy support	Influence	Consultation	Implementation
Project participants	Rights holders	Self actualisation, accountability	Consultation Data collection Interpretation Evaluation Reference Group	Implementation Reporting

The evaluators are expected to further analyse stakeholders according to the following characteristics:

1. System roles (target groups, programme controllers, sources of expertise, and representatives of excluded groups);
2. Gender roles (intersections of sex, age, household roles, community roles);
3. Human Rights roles (rights holders, principal duty bearers, primary, secondary and tertiary duty bearers);

4. Intended users and uses of the evaluation.

The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics as part of the evaluation. It is important to pay particular attention to participation of rights holders—in particular women and vulnerable and marginalized groups—to ensure the application of a gender-responsive approach. It is also important to specify ethical safeguards that will be employed.

The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

**VIII. Time frame**

**The evaluation is expected to be conducted according to the following time frame, with the Inception Phase commencing from 18 May 2015.**

The estimated number of person-days required for the evaluation is 48.

<b>Task</b>	<b>Time frame</b>	<b>Responsible party</b>
Inception Desk Review and Workshop	4-5 Days (post contract signing), from 18 May 1 week	Evaluator



Data collection Stage	0.5 Uzbekistan 1 week Kazakhstan 1 week Tajikistan 25 May – 10 June 2.5 weeks	Evaluator
Reporting stage (analysis and presentation of preliminary findings) and presentation of draft Evaluation Report	3 weeks (post final data collection)	Evaluator
Evaluation Reference Group and Evaluation Management Group comments	2 weeks	UN Women evaluation management group and reference group
Final Report	2 weeks	Evaluator
Reference and Management group final feedback to revised final report	1 week	UN Women evaluation management group and reference group
Revised final report	1 week	Evaluator
Sub-total for Evaluator involvement	14 weeks	Evaluator
Use and follow-up	6 weeks post final report	UN Women evaluation manager

<b>TOTAL</b>	<b>20 weeks</b>	
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The evaluator(s) is(are) expected to design and facilitate the following events:

1. Participatory inception workshop (including refining evaluation uses, the evaluation framework, stakeholder map, and theories of change);
2. In-country entry and exit briefs for UN Women staff and key stakeholders;
3. Findings, validation and participatory recommendations workshop.

#### **IX. Expected deliverables**

This section describes the type of products (reports, briefs or other) that are expected from the evaluation, who will use them and how they will be used.

<b>Deliverable</b>	<b>Time frame for submission</b>	<b>Person responsible</b>
Inception Workshop aide memoire	Day after inception workshop	Evaluator
Draft report Word format (including 2 rounds of revision)	3 weeks after field missions	Evaluator (reference group feedback – evaluation manager)
Comment audit trail	Within two weeks once the consolidated inputs are received	Evaluator (reference group feedback – evaluation manager)
Final report PDF format	Within two weeks once consolidated inputs are received	Evaluator
Management Response	Within 6 weeks once the report is cleared	MCO Director

A model Evaluation Report will be provided to the evaluator based on the following outline. The evaluation manager and the regional evaluation specialist will quality assure the evaluation report. The draft and final evaluation report will be shared with the evaluation reference group, and the evaluation management group for quality review. The final report will be approved by the evaluation management committee.

- 1) Title and opening pages
- 2) Executive summary
- 3) Background and purpose of the evaluation
- 4) Programme/object of evaluation description and context
- 5) Evaluation objectives and scope
- 6) Evaluation methodology and limitations
- 7) Findings: relevance, effectiveness (normative, coordination, operational), efficiency, sustainability, and gender and human rights
- 8) Conclusions
- 9) Recommendations
- 10) Lessons and innovations

**ANNEXES:**

- Terms of reference
- Documents consulted
- Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals)
- Analytical results and methodology related documentation, such as evaluation matrix
- List of findings and recommendations

**X. Management of the evaluation**

At UN Women the evaluation phases are:

- Stage 1: Planning
- Stage 2: Preparation: This includes the stakeholder analysis and establishment of the reference group, evaluation management group, development of the ToR, and recruitment of the evaluation team

- Stage 3: Conduct: Inception workshop, data collection and analysis
- Stage 4: Reporting: Presentation of preliminary findings, draft and final reports
- Stage 5: Use and follow up: Management response, dissemination of the report, and follow up to the implementation of the management response]

**These terms of reference covers stages 3 and 4 only.**

This evaluation will have the following management structures:

1. UN Women Evaluation Manager and Regional Evaluation Specialist for coordination and day-to-day management;
2. Evaluation Management Group for administrative support and accountability: Country Representative or Deputy Country Representative, M&E Manager, Regional Evaluation Specialist, Country Programme Officers (for MCO);
3. Evaluation Reference Group for substantive technical support: UN Women programme staff, National government partners, Development partners/donors, UNCT representatives, Civil Society Advisory Group.

The main roles and responsibility for the management of the evaluation reports are:

Evaluation team	<ol style="list-style-type: none"> <li>1. To avoid conflict of interest and undue pressure, the members of the evaluation team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future.</li> <li>2. Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner.</li> <li>3. The evaluation team prepares all evaluation reports, which should reflect an agreed- upon approach and design for the evaluation from the perspective of the evaluation team, the evaluation manager and RES.</li> </ol>
Evaluation manager	<ol style="list-style-type: none"> <li>1. Conducts a preliminary assessment of the quality of reports and comments for action by the evaluation team</li> <li>2. Provides substantive comments on the conceptual and methodological approach and other aspects of the evaluation design</li> <li>3. Manages logistics for the field mission</li> <li>4. Initiates timely payment of the evaluation team</li> </ol>

	<ol style="list-style-type: none"> <li>5. Coordinates feedback on the draft and final report from the regional evaluation specialist, management and reference groups</li> <li>6. Maintains an audit trail of comments on the evaluation products so that there is transparency in how the evaluation team is responding to the comments</li> </ol>
Evaluation management and reference groups (including the ECA regional evaluation specialist)	<ol style="list-style-type: none"> <li>1. Provide substantive comments and other operational assistance throughout the preparation of reports.</li> <li>2. Where appropriate, participates in meetings and workshops with other key partners and stakeholders before finalization of reports.</li> </ol>

In order to maximize stakeholder participation and ensure a gender-responsive evaluation, the evaluation manager should support the evaluator(s) during data collection in the following ways:

1. Consult partners regarding the evaluation and the proposed schedule for data collection
2. Arrange for a debriefing by the evaluator(s) prior to completion of data collection to present preliminary and emerging findings or gaps in information to the evaluation manager, evaluation management and reference groups
3. Ensure the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, and provide logistical support as necessary contacting stakeholders and arranging for transportation.
4. Ensure that a gender equality and human rights perspective is streamlined throughout the approach, and that the evaluator(s) is abiding by the ethical principles outlined below.

#### **XI. Evaluation team composition, skills and experiences**

UN Women are seeking to appoint a qualified individual to undertake the evaluation.

The evaluation team is expected to consist of 1 international lead evaluator (consultant to be hired), 1 UN Women International Evaluation Guide, 1 UN Women Regional Evaluation Specialist. The international evaluator is expected to have significant experience in designing and conducting gender responsive evaluations.

The evaluator is expected to be able to demonstrate evidence of the following capabilities:

1. Experience in conducting gender-responsive evaluation
2. Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods
3. Experience in gender analysis and human-rights based approaches
4. A strong record in designing and leading evaluations
5. Data analysis skills
6. Excellent ability to communicate with stakeholders
7. Technical competence in the thematic areas to be evaluated
8. Process management skills, including facilitation and communication skills
9. Knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level
10. Language proficiency in English, working fluency of Russian is required as most stakeholder meetings will be conducted in Russian.
11. Country or regional experience in Central Asia is a requirement.

## **XII. Ethical code of conduct**

UN Women has developed a UN Women Evaluation Consultants Agreement Form for evaluators that must be signed as part of the contracting process, which is based on the UNEG Ethical Guidelines and Code of Conduct. These documents will be annexed to the contract. The UNEG guidelines note the importance of ethical conduct for the following reasons:

1. Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.
2. Ensuring credibility: With a fair, impartial and complete assessment, stakeholders are more likely to have faith in the results of an evaluation and to take note of the recommendations.
3. Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

The evaluator is expected to provide a detailed plan on how the following principles will be ensured throughout the evaluation (see UNEG Ethical Guidance for descriptions): 1) Respect for dignity and diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm.

Specific safeguards must be put in place to protect the safety (both physical and psychological) of both respondents and those collecting the data. These should include:

1. A plan is in place to protect the rights of the respondent, including privacy and confidentiality
2. The interviewer or data collector is trained in collecting sensitive information, and if the topic of the evaluation is focused on violence against women, they should have previous experience in this area
3. Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents
4. Data collection visits are organized at the appropriate time and place so as to minimize risk to respondents
5. The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation.

The evaluator has the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report.

Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed and confidentiality be maintained.

The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability.

The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating it.

More information can be provided by the Evaluation Manager if required.

### **Annex 1 UN Women GERAAS evaluation quality assessment checklist and UNEG Quality Checklist for evaluation reports and UN-SWAP Evaluation technical Note and Scorecard**

Please find the link to the UNEG Quality Checklist for Evaluation Reports: <http://www.uneval.org/document/detail/607>

Please find the link to the UN-SWAP Evaluation technical Note and Scorecard: <http://www.uneval.org/document/detail/1452>

### **Annex 2 UN Women Evaluation Consultants Agreement Form**

Please find UNEG Ethical Guidelines: <http://www.uneval.org/document/detail/102>

Please find UNEG Ethical Code of Conduct for Evaluation in the UN System: <http://www.uneval.org/document/detail/102>

### **Annex 3 UNEG Norms and Standards for evaluation**

Please find the link to the UNEG Norms for evaluation in the UN System: <http://www.uneval.org/document/detail/21>

Please find the link to the UNEG Standards for Evaluation in the UN System: <http://www.uneval.org/document/detail/22>

### **Annex 4 UN Women Evaluation Handbook**

(Document in finalization stage. To be provided once consultant is recruited)

### **Annex 5 Resources for data on gender equality and human rights**

UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index: <http://uhri.ohchr.org/en>

UN Statistics – Gender Statistics: <http://genderstats.org>

UNDP Human Development Report – Gender Inequality Index: <http://hdr.undp.org/en/content/gender-inequality-index-gii>

World Bank – Gender Equality Data and Statistics: <http://datatopics.worldbank.org/gender/>

Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: <http://genderindex.org/>

World Economic Forum – Global Gender Gap Report: <http://www.weforum.org/issues/global-gender-gap>

A listing of UN reports, databases and archives relating to gender equality and women's human rights - [http://www.un.org/womenwatch/directory/statistics\\_and\\_indicators\\_60.htm](http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm)



## A2. Summary of Strategic Note 2014-2015 development results framework

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<b>Impact 1: Increased number of women leading political decision-making in Kazakhstan</b>	<b>Outcome 1.1a:</b> Special temporary measures (TSM) to promote increased women's political participation at national and local level in Kazakhstan incorporated into national legislation
<b>Impact 2: Women in informal and rural sector in Tajikistan, Kazakhstan and Uzbekistan benefit from access to economic resources and are economically empowered</b>	<b>Outcome 2.1a:</b> National legislation on labour and migration effectively address women domestic workers' rights in Kazakhstan
	<b>Outcome 2.1b:</b> Local development planning adopted in response to the needs of abandoned women from migrant families in Tajikistan
	<b>Outcome 2.1c:</b> National policy and institutional environment conducive for the improvement of socio-economic conditions of rural women (especially from rural areas in Uzbekistan)
	<b>Outcome 2.1d:</b> The Law on Dehkan Farms is gender-sensitive to address specific needs of women farmers in Tajikistan
	<b>Outcome 2.2a:</b> Enhanced sustainable livelihoods and economic security of women labour migrants and abandoned women from migrants families from pilot provinces of Tajikistan and Kyrgyzstan
<b>Impact 3: Reduced prevalence of violence against women and girls in Kazakhstan and Tajikistan</b>	<b>Outcome 2.2b:</b> The state system of social protection and legal aid services improved in Rasht Valley of Tajikistan to provide better services to women, especially from vulnerable groups (rural women, women with disabilities disabled, survivors of violence)
	<b>Outcome 2.2c:</b> The formal and informal processes related to climate change adaptation, sustainable water management and disaster preparedness in Central Asia incorporates GE priorities and are influenced by GE advocates and women's activists
	<b>Outcome 3.1:</b> Domestic violence laws enforced in Tajikistan and amended/enforced in Kazakhstan in line with international standards to prevent and respond to domestic violence against women and girls
	<b>Outcome 3.2:</b> Women and girls use state-funded multi-sectoral services for support and redress in cases of domestic violence in Kazakhstan

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	<b>Outcome 3.3:</b> Municipality of Dushanbe city adopts local development plans to address safety and protection from violence needs of women and girls
<b>Impact 4: Peace and security agenda shaped by women leadership and participation in Kazakhstan, Uzbekistan and Tajikistan</b>	<b>Outcome 4.1:</b> National policy framework on implementation of UN SCR on Women, Peace and Security (WPS) adopted in Kazakhstan
	<b>Outcome 4.2:</b> Gender equality advocates influence conflict prevention local policies at cross-border area of Kyrgyzstan and Tajikistan
<b>Impact 5: National planning in Tajikistan, Kazakhstan, Turkmenistan and Uzbekistan reflects implementation of gender equality priorities</b>	<b>Outcome 5.1:</b> National Sectoral Plan on Labour and Social Protection – 2020 of Tajikistan with specific commitments to advance gender equality and women’s empowerment adopted
	<b>Outcome 5.2:</b> Governments of Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan enforce effectively policies and legislation on GE in line with CEDAW Concluding Comments and other HR treaties recommendations pertaining to GE/WRs advancement (Beijing+20, post-MDGs, ICPD+20, UPRs, etc.)
	<b>Outcome 5.3:</b> Women’s human rights obligations incorporated into national AIDS response in Kazakhstan, Tajikistan and Uzbekistan

### A3. Sampling Frame

Work Cluster	Multi-country programming	Kazakhstan	Tajikistan	Uzbekistan
<i>Leadership</i>		Introduction of temporary special measures in Kazakhstan		Temporary special measures in Uzbekistan
<i>Economic Empowerment</i>	Regional migration programme	Protection of rights of domestic workers (part of RMP)	<p>Building capacity of women from families of labour migrants and other vulnerable groups in pilot provinces to engage in and implement economic initiatives jointly with local governments</p> <p>Strengthening knowledge of women with disabilities and survivors of violence regarding social protection and civil registration and capacities to lobby and monitor women's access to social services in Rasht Valley</p>	National Programme on Women's Entrepreneur Development (WED) in Uzbekistan
<i>Ending Violence</i>		Two UN joint programmes on effective implementation of domestic violence law in two pilot regions of Kazakhstan	<p>National Action plan on responding and preventing DV in support to DVL enforcement</p> <p>Dialogue between municipality of Dushanbe and women's CSOs to incorporate issues of combating violence against women in public spaces into local development plans of Dushanbe city</p>	

<i>Peace and Security</i>		Adoption of National Action Plan on UNSCR 1325	<p>Costing of National Action Plan 1325</p> <p>Strengthening women's capacity to lead evidence-based advocacy and influence local policies on conflict prevention</p> <p>Enhancing capacities of women's groups for gender responsive mediation on natural resources disputes peace negotiations , reconciliation and conflict prevention</p> <p>Enhancing capacity of the local partners to engender the national disaster risk reduction policy and actions</p>	
<i>Governance</i>	<p>Strengthening network of W HIV+ at the Central Asian level to jointly voice for engendering policies and legislation</p> <p>Regional Migration Programme</p>	Implementation of CEDAW and other UN HR Treaty Bodies' concluding observations and UPR recommendations on gender and women's rights	<p>Engendering national policy and legislation in the area of employment, labour and migration</p> <p>Implementation of CEDAW, Concluding Observation and UPR recommendations</p> <p>Strengthening Internal capacity of national network of Women HIV+</p>	Implementation of CEDAW and other UN HR Treaty Bodies' concluding observations and UPR recommendations on gender and women's rights
<i>UN</i>		UN Women MCO is a	UN Women MCO is a member of	UN Women MCO is a

<i>Coordination</i>		<p>member of UNCT and chairs the GTG</p> <p>UN Women MCO contributed to the elaboration of the new UN Partnership for Development 2016-2020</p>	<p>UNCT and chairs the GTG</p> <p>UN Women MCO contributed to the elaboration of the new UNDAF 2016-2020</p> <p>UNDAF Evaluation 2010-2015</p>	<p>member of UNCT and chairs the GTG</p> <p>UN Women MCO contributed to the elaboration of the new UNDAF 2016-2020</p> <p>UNDAF Evaluation 2010-2015</p>
<i>Normative Support</i>	<p>UN Women MCO supported participation of partners at 59th CSW session in March 2015</p> <p>UN Women MCO led the Sub-regional consultation for review of the implementation of BPfA in Central Asia, October 2014</p> <p>UN Women MCO supported Regional consultations for Central Asia and South Caucasus on the post - 2015 framework for Disaster Risk Reduction (Hyogo Framework for Actions 2)</p>	<p>Development of National Gender Strategy 2017-2027 for Kazakhstan, National Action Plans on CEDAW concluding observations, UPR recommendations.</p> <p>Technical assistance to the Ministry of Foreign Affairs to initiate a process of development of a National Action Plan on 1325.</p> <p>UN Women supported the updated national report on MDGs</p>	<p>UN Women MCO supported dialogue to integrate gender into inter-agency Disaster Risk Reduction (DRR) operations</p> <p>UN Women MCO supported the Government of Tajikistan to undertake a comprehensive national review of implementation of the 1995 Beijing Platform for Action (BPfA)</p> <p>Development of the National programme to enforce the law on prevention of domestic violence</p> <p>Develop National Action Plan (NAP) on implementation of the CEDAW Concluding Observations</p>	<p>Implementation of National Action Plans on CEDAW Concluding Observations, UPR Recommendations and Beijing +20 agenda</p> <p>UN Women supported development of the second national report on MDGs</p>

			Advocated to enforce WPS-related commitments by the Government resulted to adoption of NAP 1325	
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## A4. Persons interviewed and sites visited

	Tajikistan	Kazakhstan	Uzbekistan
<b>UN</b>	<ol style="list-style-type: none"> <li>1. UN Women</li> <li>2. RC</li> <li>3. UNDP</li> <li>4. IOM</li> <li>5. UNICEF</li> <li>6. UNFPA</li> </ol>	<ol style="list-style-type: none"> <li>7. UN Women MCO Staff</li> <li>8. RC</li> <li>9. UNESCO</li> <li>10. OCHA</li> <li>11. DPI</li> <li>12. UNHCR</li> <li>13. ODC</li> <li>14. UNDP</li> <li>15. PFD</li> <li>16. ESCAP</li> <li>17. UNAIDS</li> </ol>	
<b>Government</b>	<ol style="list-style-type: none"> <li>18. Ministry of Labour, Migration and Employment</li> <li>19. State Committee on Family and Women under the Government of RT</li> <li>20. Government working group to draft the new Labour Code</li> <li>21. Ombudsman Office</li> <li>22. State Women's Center</li> <li>23. Sughd Province Khukumat Leadership and Province Women's Committee</li> <li>24. Province Agency on Labour and Employment</li> </ol>	<ol style="list-style-type: none"> <li>25. National Commission on Family Affairs and Demographic Policy</li> <li>26. Ministry of Foreign Affairs</li> </ol>	
<b>Civil Society</b>	<ol style="list-style-type: none"> <li>27. "Azal"</li> <li>28. "Fidokor"</li> <li>29. "Nissojon"</li> <li>30. Coalition of NGOs "From the equality"</li> </ol>	<ol style="list-style-type: none"> <li>33. National Network of Women living with HIV</li> <li>34. Red Crescent and Red Cross Society</li> <li>35. Federation of Trade Unions (TBC)</li> </ol>	

	<p>de-facto- to the equality de-juro" and CSAB members</p> <p>31. AWS</p> <p>32. Women Living with HIV Network</p>	<p>36. Union of people living with HIV</p> <p>37. Union of Crisis Centres</p> <p>38. School of Journalism</p> <p>39. NGO – Implementing Partner on media education and literacy</p> <p>40. NGO – health and wellbeing</p> <p>41. Children’s Fund of Kazakhstan</p> <p>42. Crisis Centre</p> <p>43. Institute for War and Peace Reporting</p> <p>44. Institute of equal rights and equal opportunities</p>	
<b>Development Partners</b>	45. DFID		
<b>Target groups</b>	<p>46. Gonchi JEIs and local government representatives</p> <p>47. Khudjand local government representatives and JEIs projects.</p>		



## A5. List of documents consulted

	Coordination	Normative	Operational
<b>Kazakhstan</b>	<ol style="list-style-type: none"> <li>1. KAZ UNDAF FINAL</li> <li>2. Kaz UNDAF indicators</li> <li>3. KAZ UNDAF RESULTS MATRIX 17 Nov 2008</li> <li>4. KAZ Partnership Framework for Development</li> <li>5. Annex A Results and Resources Framework</li> <li>6. PSG consolidated comments on KAZ Country Analysis final</li> <li>7. UNDAF M&amp;E table excel</li> <li>8. GEWE Mapping KAZ</li> <li>9. GTG meeting 6 February 2015</li> <li>10. GEWE Mapping KAZ UNW UNAIDS UNFPA UNODC</li> <li>11. GEWE Mapping KAZ V20 Feb</li> <li>12. UN GTG-KAZ- Work Plan</li> <li>13. GTG minutes 6 February 2015</li> <li>14. GTG monitoring 2015</li> <li>15. Questionnaire to GTG ECA Apr15 MCO KAZ</li> <li>16. KAZ GTG TOR 2015</li> <li>17. GTG 2014</li> </ol>	<ol style="list-style-type: none"> <li>21. CEDAW latest concluding observations</li> <li>22. Kazakhstan Reporting status Recommendations</li> <li>23. UPR Kazakhstan outcome 2010</li> <li>24. UPR Kazakhstan outcome 2014</li> </ol>	<ol style="list-style-type: none"> <li>25. Kazakhstan country context, legal framework, etc</li> <li>26. Legal framework</li> <li>27. law on domestic violence Kazakhstan Rus</li> <li>28. Law on equal opportunities Kazakhstan Rus</li> <li>29. Law on political parties Kazalkhstan Eng</li> <li>30. Law on political parties Kazalkhstan Rus</li> <li>31. ADDRESS STRATEGY KAZAKHSTAN 2050</li> <li>32. Employment roadmap 2020 Kazakhstan eng BRIEF</li> <li>33. Employment roadmap 2020 Kazakhstan rus</li> <li>34. Gender equality strategy KAZ 2006-2016</li> <li>35. Kazakhstan-Gender Equality Strategy-2006-2016</li> <li>36. National action plan on human rights Kazakhstan RUS</li> <li>37. Strategy-2050 Rus</li> <li>38. The Strategy 2030 Kazakhstan</li> <li>39. 2010 KAZ Country Analysis FINAL rus</li> <li>40. 2010 KAZ Country Analysis FINAL</li> <li>41. 2014 KAZ Country Analysis BEFORE PSG comments</li> </ol>

	<p>18. GTG members list 2014  19. UN Gender Theme Group agenda 28OCT14  20. UN GTG TOR 2014</p>		
<b>Tajikistan</b>	<p>42. UNCT 1st MCG - minutes of meeting May 23'2014  43. UNCT Final MCG meeting minutes. 29 April 2015  44. OMT Minutes2014  45. UNCT workplan 2015  46. RoL WG  47. 5 may 2015 TN Tajikistan final UNDAF  48. UNDAF Evaluation Inception Report  49. GTG MEETING MINUTES 31 January 2014  50. GTG MEETING MINUTES July 25 2014  51. GTG MEETING MINUTES November 5 2014  52. GTG MEETING MINUTES November 20 2014  53. GTG Gender and UNDAF Workshop october 13-14 2014  54. GTG Minutes 03 04 2015  55. GTG Tajikistan members 2015</p>	<p>58. CEDAW latest concluding observations Tajikistan Eng  59. National Action Plan UPR eng  60. Tajikistan Reporting status Recommendations</p>	<p>61. Additional info on socio-economic context - shadow report on ICESCR BHR 2015  62. Tajik Law on Prevention of violence in the family ENG  63. State Program to Prevent Domestic Violence  64. State Program's Action Plan for 2014-2023 eng  65. 2012-11-13 Dushanbe Women Migrants Conference Report ENG  66. Annex 1 - RRF Dec 2013  67. Final CARMP AR 2012 desk review report August 31  68. Final Global Synthesis Report GDG programme Taj  69. Final recommendations by Trade Unions to protect DWs rights Russian version 2014  70. Logframe - RMP Phase II  71. PRJ-140807 UN Women English  72. Report - Women's vulnerability in the context of labour migration in Taj English version  73. Report on the findings of the review on the interstate agreements - DWs issues 2014  74. Report OSCE draft 29 07 comments NA  75. RMP Phase II Budget IOM UN Women  76. RMP annual review 2015 11Mar consolidated  77. Signed Joint IOM UNIFEM programme on Labour Migration revised Sept 2010....</p>

	<p>56. ToR GTG Tajikistan 2015</p> <p>57. UN GTG-TJK Work Plan 2015</p>			<p>78. TAJ Brief on drafting Labour Code English version</p> <p>79. Taj Brief on the work done to engender the draft law on DFs</p> <p>80. Tajikistan - NORWAY - 2013 - 87095</p> <p>81. Tajikistan report on judicial practice for family disputes resolution RMP Russian version</p> <p>82. Tajikistan Report on the implementation of BPfA June 30 2014 in russian</p> <p>83. UN Women WEE Taj ProDoc 19 Dec 2013</p> <p>84. 130222 - UNTFHS Annexes 1-4 all UDP 100</p> <p>85. 130325 - UNTFHS Proposal updated UDP-100</p> <p>86. Agreement between the UN and UN Women for project Empowering Communitise with Better Livelihoods and Social Protection</p> <p>87. ProDoc UNTFHS</p> <p>88. UNHSTF Taj JP 88714</p> <p>89. UNTFHS Annexes 1-4 part of the approved Project Proposal</p> <p>90. UNTFHS Final Approved Project Proposal</p> <p>91. UNTFHS prodoc signed by all partners PAC minutes signed</p> <p>92. UNTFHS signed clearance 8 CRF by HQ</p> <p>93. UZB National Report B 20</p> <p>94. WEE Migrants families TJK 1st annual report to Norway MFA 10 June 2015</p> <p>95. UNDAF Country Analysis</p> <p>96. 2014 revised Country Analysis - Tajikistan - United Nations - Draft Report - 29 Oct 2014</p>
<b>Uzbekistan</b>	97. UNDAF 2010-2015 UZB	103. CEDAW	concluding	109. WIS 2013-2015 FINAL RUS

	<p>98. Consolidated Comments Uzbekistan UNDAF</p> <p>99. Indicative programme resource framework</p> <p>100. Gender TG workplan 2015</p> <p>101. TERMS OF REFERENCE GTG</p> <p>102. UZB UNGTG MEETINGS 2014</p>	<p>observations Uzbekistan Eng</p> <p>104. CEDAW List of issues in relation to the Uzbekistan State report</p> <p>105. NAP UPR Treaty Bodies final eng</p> <p>106. Uzbekistan Reporting status Recommendations</p> <p>107. Uzbekistan CEDAW National Action Plan 2010 Eng</p> <p>108. Uzbekistan CEDAW National Action Plan 2010 original RUS</p>	<p>110. wis spbn 2013-2015eng</p> <p>111. Uzbekistan HIV AIDS Strategic Program 2013-2017 RUS</p> <p>112. Programmes Background Information</p> <p>113. #87213 WEE in Karakalpakstan Final rpt (June13-Dec13) Cover Letter to NZ</p> <p>114. #87213 WEE in Karakalpakstan Final rpt (June13-Dec13) Interim Financial to NZ</p> <p>115. #87213 WEE in Karakalpakstan Final rpt (June13-Mar14) Provisional Financial to NZ</p> <p>116. #87213 WEE in Karakalpakstan Final rpt (June13-Mar14) to NZ doc</p> <p>117. Annex A -- Needs Assessment</p> <p>118. Annex B -- Summary of Trainings, etc.</p> <p>119. Letter fro NZ on grannt approval</p> <p>120. NZ UZB Note Verbale (2)</p> <p>121. Prodoc WEE NZ 16 July last</p> <p>122. RFP 2014 UNW UZB WED English anons</p> <p>123. UNDAF Country Analysis</p> <p>124. 2008 UZB Country analysis</p> <p>125. UZB CCA 2014 FINAL</p> <p>126. Uzbekistan country context</p>
<p><b>SN and AWP 2014-2015</b></p>	<p>127. AWP 2014 with revisions</p> <p>128. FINAL Annual Workplan MCO KAZ 2014 approved by PRG</p> <p>129. FINAL SN DRF OEEF MCO KAZ 2014 2015 approved by PRG</p> <p>130. PAC minutes on AWP revision June 2014 signed</p> <p>131. REVISED Annual Workplan MCO KAZ 2014 June 9 after PAC</p> <p>132. REVISED DRF MCO KAZ 2014 2015 as of June 9 after PAC</p> <p>133. AWP 2015 with revisions</p>		

- |      |   |
|------|---|
| 134. | ECA PRG Implementation Summary MCO Kaz  |
| 135. | UN Women MCO CA AWP 2015 budgets revised January 29 2015 with increased carry over JP KAZ |
| 136. | UN Women MCO CA AWP 2015 revised after PRG comments 29 November 2014 sent to HQ           |
| 137. | BASELINE KAZ  |
| 138. | BASELINE TJK  |
| 139. | FINAL SN DRF OEEF MCO KAZ 2014 2015   |
| 140. | ToR Evaluation KAZMCO SN 23 April FINAL (2)   |

## A6. Data collection instruments

### 1. Meeting UN Women

4. Is the choice of interventions most relevant to the situation in the target thematic areas?	4	On which bases were the interventions selected? How was the baseline studied and situation analysis undertaken? What options were rejected and why?
9. Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment Inclusion/non-discrimination National accountability/transparency	9	Which stakeholders played an active role in developing the Strategic Note and how?
10.To what extent does the UN Women MCO management structure support efficiency for implementation?	10	How effective is the structure of the MCO in supporting the implementation of plans in country and across the region.
11. Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?	11	What are UN Women's strengths and weaknesses in terms of substantive skills on gender, coordination and policy?
16. What has UN Women's contribution been to the progress of the achievement of outcomes?	16	What have the major achievements been, and what role do you see UN Women having played in these achievements?
17. What are the main enabling and hindering factors to achieving planned outcomes?	17	What have been the main enabling and hindering factors to achieving planned outcomes?
19.Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?	19	In which of the three mandates (policy, coordination, programming) can UN Women contribute the most in this context and why?
20.What is UN Women's comparative advantage in the countries covered compared with other UN entities and key partners?	20	What do you see as UN Women's comparative advantage in this context vis-à-vis other UN entities?
21.What contribution is UN Women making to UN coordination on GEEW in the different countries? Which roles is UN Women playing in this field in the	21	What role and contribution is UN Women making towards UN coordination on gender? What should it prioritise to enhance this?

different countries?		
22. To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?	22	To what extent does the context support joint programming and gender mainstreaming in the UN's work? Is there resistance? What are the main issues?
25.To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?	25	Has UN Women supported capacity strengthening of its partners in regard to gender?
26. Is there national ownership and are there national champions for different parts of the portfolio?	26	How are gender issues perceived at national governments level? Are there particularly active bodies/individuals? If so, how is UN Women working with them?
29. How can the workload across mandates be prioritised in each country most effectively?	29	How is the workload on staff currently being managed? Are there opportunities to approach this in a different way?

## 2. Resident Coordinator

10.To what extent does the UN Women MCO management structure support efficiency for implementation?	10	In your experience, to what extent does UN Women's MCO management structure work in terms of organisational effectiveness?
11. Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?	11	Does UN Women have access to the technical and operational capacity needed to deliver on its mandate?
16.What has UN Women's contribution been to the progress of the achievement of outcomes?	16	To what extent do you see the work of UN Women as having influenced UN programming? Do you have any examples of change as a result of this?
17.What are the main enabling and hindering factors to achieving planned outcomes?	17	How are political and cultural trends in target countries? Are they conducive to addressing women's needs? Are there changes in governments, affecting the state commitments towards UN W targets?
20. What is UN Women's comparative advantage in the countries	20	What do you see as UN Women's comparative advantage in this context

covered compared with other UN entities and key partners?		vis-à-vis other UN entities?
21. What contribution is UN Women making to UN coordination on GEEW in the different countries? Which roles is UN Women playing in this field in the different countries?	21	What role and contribution is UN Women making towards UN coordination on gender? What should it prioritise to enhance this?
22. To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?	22	Are there structured practices and mechanisms in place to ensure proper introduction of gender related issues in UNDAF preparation?
26. Is there national ownership and are there national champions for different parts of the portfolio?	26	How is the level of commitment of national governments on gender related issues?

### 3. UN Entities

5. Do interventions target the underlying causes of gender inequality?	5	Do you see UN Women's work as addressing the underlying causes of gender inequality in your context?
11. Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?	11	What are UN Women's strengths and weaknesses in terms of substantive skills on gender, coordination and policy?
16. What has UN Women's contribution been to the progress of the achievement of outcomes?	16	How would you assess the results of UN W?
17. What are the main enabling and hindering factors to achieving planned outcomes?	17	What are the barriers and opportunities to gender programming and policy work in this context?
19. Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?	19	In which of the three mandates (policy, coordination, programming) can UN Women contribute the most in this context and why?



20. What is UN Women's comparative advantage in the countries covered compared with other UN entities and key partners?	20	What do you see as UN Women's comparative advantage in this context vis-à-vis other UN entities?
21. What contribution is UN Women making to UN coordination on GEEW in the different countries? Which roles is UN Women playing in this field in the different countries?	21	What role and contribution is UN Women making towards UN coordination on gender? What should it prioritise to enhance this?
22. To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?	22	Do you feel UN W contributions have been useful in UNDAF preparation and joint programming?
26. Is there national ownership and are there national champions for different parts of the portfolio?	26	How is the level of commitment of national governments on gender related issues?
28. Is the thematic focus across the portfolio appropriate?	28	Do you see the focus of UN Women on economic empowerment and ending violence against women as the most relevant?

#### 4. Ministries

4. Is the choice of interventions most relevant to the situation in the target thematic areas?	4	Did UN W interventions reflect your priorities
5. Do interventions target the underlying causes of gender inequality?	5	Has UN Women contributed to address gender equality issues (migrant workers, wage gaps, female unemployment) and with which actions? What issues are still unaddressed? What are your priorities, and how would you like UN Women to support these?
8. To what extent is the portfolio changing the dynamics of power in relationships between different groups?	8	How is UN Women's work affecting the interactions and relationships between different national stakeholders?
11. Does the organisation have access to the necessary skills,	11	Do you think UN W has adequate skills and experience to support actions

knowledge and capacities needed to deliver the portfolio?		implemented with your organisation? What is the degree of dialogue and mutual understanding?
16. What has UN Women's contribution been to the progress of the achievement of outcomes?	16	Did you feel supported by UN W in the achievement of your objectives? What still needs to be done?
17. What are the main enabling and hindering factors to achieving planned outcomes?	17	In which areas actions were more /less successful? Why?
20. What is UN Women's comparative advantage in the countries covered compared with other UN entities and key partners?	20	What do you see as UN Women's comparative advantage in this context vis-à-vis other UN entities?
25. To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?	25	Has your organisation directly benefitted from UN W interventions? How?
26. Is there national ownership and are there national champions for different parts of the portfolio?	26	What is your opinion of national programmes on gender equality and economic empowerment?
28. Is the thematic focus across the portfolio appropriate?	28	Do you see the focus of UN Women on economic empowerment and ending violence against women as the most relevant?

### 5. Other Government Partners

4. Is the choice of interventions most relevant to the situation in the target thematic areas?	4	Do UN Women interventions reflect priorities for women?
5. Do interventions target the underlying causes of gender inequality?	5	Has UN W contributed to address gender equality issues (migrant workers, wage gaps, female unemployment) and with which actions? What issues are still unaddressed?
10. To what extent does the UN Women MCO management structure support efficiency for implementation?	10	To what extent is the organisational structure of UN Women conducive to its effectiveness?

17. What are the main enabling and hindering factors to achieving planned outcomes?	17	How are current trends (economic, political, social, cultural) supporting or posing challenges to the UN W programmes?
20. What is UN Women's comparative advantage in the countries covered compared with other UN entities and key partners?	20	What do you see as UN Women's comparative advantage in this context vis-à-vis other UN entities?
25. To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?	25	Has your organisation directly benefitted from UN W interventions? How?
26. Is there national ownership and are there national champions for different parts of the portfolio?	26	What is your opinion of national programmes on gender equality and economic empowerment?

## 6. Implementing Partners

5. Do interventions target the underlying causes of gender inequality?	5	Is UN Women managing to target and address the real priority needs of women?
9. Has the portfolio been implemented according to human rights and development effectiveness principles: <ul style="list-style-type: none"> <li>a. Participation/empowerment</li> <li>b. Inclusion/non-discrimination</li> <li>c. National accountability/transparency</li> </ul>	9	To what extent do you see UN Women and the rest of the UN system managing to align with national systems and priorities?
10. To what extent does the UN Women MCO management structure support efficiency for implementation?	10	Do you feel that support of UN W has been adequate? Would you like to see more involvement? Where?
11. Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?	11	Do you consider UNW equipped enough to achieve its objectives and results?

15. What unexpected outcomes (positive and negative) have been achieved? For who?	15	Have there been any unexpected outcomes from your activities?
16. What has UN Women's contribution been to the progress of the achievement of outcomes?	16	Did you feel supported by UN W in the achievement of your objectives? What still needs to be done?
17. What are the main enabling and hindering factors to achieving planned outcomes?	17	Are there external factors affecting the results, both in positive and negative terms?
25. To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?	25	Has UN Women supported capacity strengthening of its partners in regard to gender?
26. Is there national ownership and are there national champions for different parts of the portfolio?	26	To what extent do you see the national government taking ownership of gender equality and women's empowerment issues?

### 8. Gender Theme Group

11	Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?	Is UN Women in a position to provide the substantive capacity and knowledge that you expect?
16	What has UN Women's contribution been to the progress of the achievement of outcomes?	To what extent do you see the work of GTG as having influenced UN programming? Do you have any examples of change as a result of this?
17	What are the main enabling and hindering factors to achieving planned outcomes?	How receptive is the UN system and national environment to gender mainstreaming?
20	What is UN Women's comparative advantage in the countries covered compared with other UN entities and key partners?	What do you see as UN Women's comparative advantage in this context?
21	What contribution is UN Women making to UN coordination on GEEW in the different countries? Which roles is UN Women playing in this field in the different countries?	Is UN Women in a position to provide the coordination capacity on gender that you expect?
22	To what extent has gender equality and women's empowerment been	Could you tell us about the process on mainstreaming gender in

	mainstreamed in UN joint programming such as UNDAF?	UNDAF and any joint programming? What has it been like? What has been achieved so far?
25	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?	Has UN Women supported capacity strengthening of its sister agencies in regard to gender?
26	Is there national ownership and are there national champions for different parts of the portfolio?	To what extent do you see the national government taking ownership of gender equality and women's empowerment issues?

### 9. Donors

5	Do interventions target the underlying causes of gender inequality?	Do you see UN Women's work as addressing the priority issues for gender inequality in this context?
9	Has the portfolio been implemented according to human rights and development effectiveness principles: d. Participation/empowerment e. Inclusion/non-discrimination f. National accountability/transparency	To what extent do you see UN Women and the rest of the UN system managing to align with national systems and priorities?
11	Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?	Does UN Women have the necessary knowledge and skills to deliver results in this context?
17	What are the main enabling and hindering factors to achieving planned outcomes?	What is the programming and policy context like? What should reasonably be expected of UN Women in terms of making progress in this environment?
20	What is UN Women's comparative advantage in the countries covered compared with other UN entities and key partners?	What do you see as UN Women's potential and actual comparative advantages?
26	Is there national ownership and are there national champions for different parts of the portfolio?	To what extent do you see the national government taking ownership of gender equality and women's empowerment issues?
28	Is the thematic focus across the portfolio appropriate?	Do you see the focus of UN Women on economic empowerment and ending violence against women as the most relevant?

## 10. Civil Society

4	Is the choice of interventions most relevant to the situation in the target thematic areas?	Is UN Women managing to target and address the real priority needs of women?
5	Do interventions target the underlying causes of gender inequality?	Do you see UN Women's work as addressing the underlying causes of gender inequality in your context?
8	To what extent is the portfolio changing the dynamics of power in relationships between different groups?	To what extent have you seen changes in the relationships between different social groups taking place because of UN Women's interventions?
11	Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?	Does UN Women have the necessary knowledge and skills to support results in this context?
16	What has UN Women's contribution been to the progress of the achievement of outcomes?	Where do you see UN Women making the greatest contribution to changing the lives of women? Where could it do more or less?
17	What are the main enabling and hindering factors to achieving planned outcomes?	What is the programming and policy context like? What should reasonably be expected of UN Women in terms of making progress in this environment?
20	What is UN Women's comparative advantage in the countries covered compared with other UN entities and key partners?	What is UN Women best placed to contribute compared to other organisations?
26	Is there national ownership and are there national champions for different parts of the portfolio?	To what extent do you see the national government taking ownership of gender equality and women's empowerment issues?
28	Is the thematic focus across the portfolio appropriate?	Do you see the focus of UN Women on economic empowerment and ending violence against women as the most relevant?

## 11. UN Country Team Meeting

10	To what extent does the UN Women MCO management structure support efficiency for implementation?	Do you see UN Women's current management structure with a Multi Country Office supporting its effectiveness in terms of both national and regional work?
11	Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?	Does UN Women have the necessary knowledge and skills to support results in this context?
17	What are the main enabling and hindering factors to achieving planned outcomes?	What are the barriers and opportunities to gender programming and policy work in this context?
20	What is UN Women's comparative advantage in the countries covered	What do you see as UN Women's comparative advantage in this

	compared with other UN entities and key partners?	context vis-à-vis other UN entities?
21	What contribution is UN Women making to UN coordination on GEEW in the different countries? Which roles is UN Women playing in this field in the different countries?	What role and contribution is UN Women making towards UN coordination on gender? What should it prioritise to enhance this?
22	To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?	To what extent does the context support joint programming and gender mainstreaming in the UN's work?
26	Is there national ownership and are there national champions for different parts of the portfolio?	To what extent do you see the national government taking ownership of gender equality and women's empowerment issues?

## 12. Local Administrations

4	Is the choice of interventions most relevant to the situation in the target thematic areas?	What are the priority-needs of women in your area?
5	Do interventions target the underlying causes of gender inequality?	Do current projects and policies address the root causes of gender inequality in your area?
15	What unexpected outcomes (positive and negative) have been achieved? For who?	Do you see any wider changes as a result of work on gender issues, either positive or negative?
16	What has UN Women's contribution been to the progress of the achievement of outcomes?	What factors are making the greatest contribution to bringing about gender equality and women's empowerment in your area?
17	What are the main enabling and hindering factors to achieving planned outcomes?	What do you see as the main barriers and opportunities faced by advocates of gender equality?

## 13. Community members (site visits)

4	Is the choice of interventions most relevant to the situation in the target thematic areas?	What are the priority-needs of women in your community?
5	Do interventions target the underlying causes of gender inequality?	Do current projects and policies address the root causes of gender inequality in your area?
8	To what extent is the portfolio changing the dynamics of power in relationships between different groups?	How are relationships between women and men (or other social groups) changing in your community?

15	What unexpected outcomes (positive and negative) have been achieved? For who?	Do you see any wider changes as a result of work on women's rights, either positive or negative?
16	What has UN Women's contribution been to the progress of the achievement of outcomes?	What factors are making the greatest contribution to bringing about gender equality and women's empowerment in your community?
17	What are the main enabling and hindering factors to achieving planned outcomes?	What do you see as the main barriers and opportunities faced by advocates of gender equality and women's rights?
25	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?	Please tell us about your plans and ideas for continuing to support the rights of vulnerable people in your community.



## A7. Development Results Framework

<p><b>Impact 1:</b> Increased number of women leading political decision-making in Kazakhstan</p>	<p><b>Related UN-Women SP Impact Area:</b> Women lead and participate in decision-making at all levels  <b>Related UNDAF/ CCPD priority:</b>  <b>KAZ:</b> Outcome III. Effective governance  <b>TAJ:</b> Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions.  <b>Related national development priorities:</b>  <b>KAZ:</b> National Gender Equality Strategy 2006-2016, Country Development Strategy 2050  <b>TAJ:</b> National Development Strategy for 2005-2015, State Programme to bring up and develop female cadre for 2007-2016, National Action Plan to enforce gender equality policy, 2012-2015</p>				
			<b>2014</b>	<b>2015</b>	<b>Total</b>
<p><b>Outcome 1.1a:</b> Special temporary measures (TSM) to promote increased women's political participation at national and local level in Kazakhstan incorporated into national legislation</p> <p><b>Indicator 1.1a:</b> Number of laws amended to include provisions on TSM</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Target 1.1a:</b> By 2015, two laws amended to reflect TSM and adopted</li> <li><input type="checkbox"/> <b>Baseline 2013:</b> 0</li> </ul>	<p><b>Output 1.1.2a:</b> Enhanced capacity of WNM, national parliament and legislature to review national legislation vis-à-vis TSM and propose amendments to increase women's political participation</p>	<p><input type="checkbox"/> <b>Indicator 1.1.2:</b> Percentage of gender-specific recommendations by women's CSOs incorporated into a draft amendment into national legislation that introduces TSM</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Target 1.1.2:</b> 60% of gender-sensitive recommendations by women's CSOs are incorporated into the final draft of amendments into national legislation by 2014</li> <li><input type="checkbox"/> <b>Baseline 2013:</b> 0%</li> </ul>	<p>CORE: \$0</p> <p>NON-CORE: KAZ: \$35,000 [Sida] 00086538</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$0</p> <p>NON-CORE: \$35,000 [Sida]</p> <p>TO BE MOB-ED: \$0</p>

<b>GLO SP 1.1.1</b>					
		□			
<p><b>Impact 2:</b> Women in informal and rural sector in Tajikistan, Kazakhstan and Uzbekistan benefit from access to economic resources and are economically empowered</p>		<p><b>Related UN-Women SP Impact Area:</b> Women, especially the poorest and most excluded, are economically empowered and benefit from development</p> <p><b>Related UNDAF/ CCPD priority:</b></p> <p><b>TAJ:</b> Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions</p> <p><b>UZB:</b> Outcome1 Economic wellbeing of population, including vulnerable groups, is improved (residents of economically underdeveloped, mainly rural areas, women, particularly home based workers, labour migrants and their families, children, particularly most at risks (adolescents, the elderly, HIV-positive people, people with disabilities)</p> <p><b>KAZ:</b> Outcome I. Economic and social wellbeing for all</p> <p><b>Related national development priorities:</b></p> <p><b>TAJ:</b> National Labour Migration Strategy, National Strategy for Women’s Empowerment, National Welfare Improvement Strategy for 2012-2015, National Development Strategy for 2007-2015</p> <p><b>UZB:</b> National Welfare Improvement Strategy, 2007</p> <p><b>KAZ:</b> Law on Migration, Gender Equality Law, Employment Roadmap 2020</p>			
			<b>2014</b>	<b>2015</b>	<b>Total</b>
<p><b>Outcome 2.1a:</b> National legislation on labour and migration effectively address women domestic workers’ rights in Kazakhstan</p> <p><b>Indicator 2.1a:</b> Number of policies and by-laws amended that address rights of women domestic workers</p>	<p><b>Output 2.1.1a (1):</b> Capacity of GE advocates and gender experts strengthened to draft amendments to relevant policies and bylaws addressing rights of women domestic workers.</p>	<p><b>Indicator 2.1.1a (1):</b> Percentage of gender-specific recommendations incorporated into draft amendments to Kazakhstan by-laws and policies to address needs of women domestic workers</p> <p>□ <b>Target 2.1.1a (1):</b> 60% of gender-specific recommendations incorporated</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$45,000 [soft pipeline: DFID]</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$20,000 [soft pipeline: DFID]</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$65,000 [soft pipeline: DFID]</p>

<p>□ <b>Target 2.1a:</b> 2 by-laws adopted by 2015 addressing women domestic worker's rights</p> <p><b>Baseline 2013:</b> Law on migration adopted, but does not address women domestic workers' rights</p> <p><b>GLO SP: 2.1.1</b></p>	<p><b>Output 2.1.1a (2):</b> Enhanced capacity of state agencies, private recruiting agencies, Trade Unions in two pilot provinces to ensure women domestic workers/labour migrants use new model labour contracts</p>	<p>into draft amendments by 2014</p> <p>□ <b>Baseline 2013:</b> 30% of recommendations incorporated into new changes for labour migration law in September 2013</p> <p><b>Indicator 2.1.1a (2):</b> Percentage of recruiting agencies in 2 pilot provinces using new model labour contracts for women domestic workers/labour migrants</p> <p>□ <b>Target 2.1.1a (2):</b> By 2015 30% of recruiting agencies in two pilot provinces use new model labour contracts in line with new regulations</p> <p>□ <b>Baseline 2013:</b> 0% of agencies and 0 labour migrants/domestic workers use new model labour contract</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$28,000 [soft pipeline: DFID]</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$22,000 [soft pipeline: DFID]</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$50,000 [soft pipeline: DFID]</p>
<p><b>Outcome 2.1b:</b> Local development planning adopted in response to the needs of abandoned women from migrant families in Tajikistan</p> <p><b>Indicator 2.1b:</b> Number of local development plans responsive to the needs of abandoned</p>	<p><b>Output 2.1.1b:</b> Enhanced capacity of GE CSOs to incorporate gender-specific needs of abandoned women from migrants families into local development planning in 2 provinces of Tajikistan</p>	<p><b>Indicator 2.1.1b:</b> Percentage of gender-specific recommendations by GE CSOs incorporated into the final drafts of the local development plans in 2 provinces of Tajikistan</p> <p>□ <b>Target 2.1.1b:</b> 50% by 2014</p> <p>□ <b>Baseline 2013:</b> 0%</p>	<p>CORE: \$0</p> <p>NON-CORE: \$270,000 [Norway, project 00087095]</p> <p>TO BE MOB-</p>	<p>CORE: \$0</p> <p>NON-CORE: \$95,000 [Norway, project 00087095]</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$0</p> <p>NON-CORE: \$365,000 [Norway, project 00087095]</p>

<p>women from migrant families adopted in 2 pilot provinces of Tajikistan</p> <ul style="list-style-type: none"> <li>□ <b>Target 2.1b:</b> 2 local development plans in two pilot provinces in Tajikistan adopted by 2015</li> <li>□ <b>Baseline 2013:</b> 0 plans. Draft model action plan to respond to needs of vulnerable migrants households is agreed with stakeholders in 2012</li> </ul> <p><b>GLO SP: 2.1.1</b></p>			ED: \$0		TO BE MOB-ED: \$0
<p><b>Outcome 2.1c:</b> National policy and institutional environment conducive for the improvement of socio-economic conditions of rural women (especially from rural areas in Uzbekistan)</p> <p><b>Indicator 2.1c:</b> Status of National Programme on Women's Enterprise Development (WED) for Uzbekistan</p> <ul style="list-style-type: none"> <li>□ <b>Target 2.1c:</b> National Programme on WED for</li> </ul>	<p><b>Output 2.1.1c:</b> Programme on WED for Uzbekistan drafted and incorporates rural women's needs</p>	<p><b>Indicator 2.1.1c:</b> Status of development of National Programme on WED for Uzbekistan</p> <ul style="list-style-type: none"> <li>□ <b>Target 2.1.1c:</b> By 2014 National Programme on WED for Uzbekistan drafted and incorporates lessons learnt from previous similar programmes' implementation</li> <li>□ <b>Baseline 2013:</b> no draft</li> </ul>	<p>CORE: \$3,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$3,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>

<p>Uzbekistan adopted by 2015</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> No draft</p> <p><b>GLO SP: 2.1.1</b></p>					
<p><b>Outcome 2.1d:</b> The Law on Dehkan Farms is gender-sensitive to address specific needs of women farmers in Tajikistan</p> <p><b>Indicator 2.1d:</b> Status of Gender responsive amendments to the Law on Dehkan Farms</p> <p><input type="checkbox"/> <b>Target 2.1d:</b> By 2015 gender responsive amendments to the Law on Dehkan Farms are adopted</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> Current Law on Dehkan Farms is gender neutral failing to address specific needs of women farmers</p> <p><b>GLO SP: 2.1.1</b></p>	<p><b>Output 2.1.1d:</b> Enhanced capacity of legislators and policy makers in applying international standards and frameworks in the Law on Dekhan farms for protecting the rights of rural women in Tajikistan</p>	<p><b>Indicator 2.1.1d:</b> Percentage of recommendations to the Law on Dehkan Farms responding to specific needs of women developed and submitted to the Parliament</p> <p><input type="checkbox"/> <b>Target 2.1.1d:</b> By 2014 30%</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> 0%</p>	<p>CORE: \$2,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$2,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>
<p><b>Outcome 2.2a:</b> Enhanced sustainable livelihoods and economic security of women labour migrants and abandoned women from migrants families</p>	<p><b>Output 2.2.1a:</b> Increased access of women labour migrants to legal aid in Kyrgyzstan and Tajikistan</p>	<p><b>Indicator 2.2.1a:</b> Number of women labour migrants who gained access to legal assistance to protect their rights in Tajikistan and Kyrgyzstan</p>	<p>CORE: \$0</p> <p>NON-CORE: \$180,000</p>	<p>CORE: \$0</p> <p>NON-CORE: \$220,000</p>	<p>CORE: \$0</p> <p>NON-CORE: \$400,000</p>

<p>from pilot provinces of Tajikistan and Kyrgyzstan</p> <p><b>Indicator 2.2a:</b>Percentage of total trained beneficiaries from families of labour migrants who engage in sustainable economic initiatives</p> <p><input type="checkbox"/> <b>Target 2.2a:</b>By 2015 30% of beneficiaries</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> 0% (0)</p> <p><b>GLO SP: 2.2.1</b></p>		<p><input type="checkbox"/> <b>Target 2.2.1a:</b> By 2015 800 women labour migrants from each country received legal aid, 4200 women will have access to consultative and information materials</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> 0</p>	<p>[Norway, project 00087095] TO BE MOB-ED: \$120,000 [soft pipeline: DFiD]</p>	<p>[Norway, project 00087095] TO BE MOB-ED: \$120,000 [soft pipeline: DFiD]</p>	<p>[Norway, project 00087095] TO BE MOB-ED: \$240,000 [soft pipeline: DFiD]</p>
	<p><b>Output 2.2.1a (1):</b> Women from families of labour migrants in pilot districts of Tajikistan and Kyrgyzstan enjoy access to state and non-state services (micro-credits, vocational training)</p>	<p><b>Indicator 2.2.1a (1):</b> Number of families of labour migrants in pilot districts in Kyrgyzstan and Tajikistan who gained access to state and non-state services</p> <p><input type="checkbox"/> <b>Target 2.2.1a (1):</b> 2000 additional new families of labour migrants in each country by 2015</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> 3358 families in Kyrgyzstan and 1966 – in Tajikistan as of 2013</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$400,000 [soft pipeline: DFiD]</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$256,283 [soft pipeline: DFiD]</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$656,283 [soft pipeline: DFiD]</p>
	<p><b>Output 2.2.1a(2):</b> Improved capacity of women from families of labour migrants and other vulnerable groups (women with disabilities, survivors of violence) in pilot provinces of</p>	<p><b>Indicator 2.2.1a (2):</b> Number of economic initiatives led by women from families of labour migrants in cooperation with local governments in pilot provinces of Tajikistan and Kyrgyzstan</p> <p><input type="checkbox"/> <b>Target 2.2.1a (2):</b> 10 economic initiatives undertook</p>	<p>CORE: \$0</p> <p>NON-CORE: \$388,000 [Norway, project 00087095]</p>	<p>CORE: \$0</p> <p>NON-CORE: \$300,000 [Norway, project 00087095]</p>	<p>CORE: \$0</p> <p>NON-CORE: \$688,000 [Norway, project 00087095]</p>

	Tajikistan and Kyrgyzstan to engage in and implement economic initiatives jointly with local governments	by families of labour migrants by 2015 in Kyrgyzstan and Tajikistan <input type="checkbox"/> <b>Baseline 2013:</b> 0 in pilot provinces	TO BE MOB-ED: \$400,000 [soft pipeline: DFID]	TO BE MOB-ED: \$256,283 [soft pipeline: DFID]	TO BE MOB-ED: \$656,283 [soft pipeline: DFID]
<b>Outcome 2.2b:</b> The state system of social protection and legal aid services improved in Rasht Valley of Tajikistan to provide better services to women, especially from vulnerable groups (rural women, women with disabilities disabled, survivors of violence)  <b>Indicator 2.2b:</b> Number of women from vulnerable groups who get access to quality services <input type="checkbox"/> <b>Target 2.2b:</b> By 2016 1500 women <input type="checkbox"/> <b>Baseline 2013:</b> 0 in target districts <b>GLO SP: 2.2.1</b>	<b>Output 2.2.1b:</b> Women with disabilities and survivors of violence have knowledge regarding social protection and civil registration and capacities to lobby and monitor women's access to social services in Rasht Valley of Tajikistan	<b>Indicator 2.2.1b:</b> Number of issues raised by women's watch groups on women access to legal aid centers and state social protection services that are addressed by these services <input type="checkbox"/> <b>Target 2.2.1b:</b> By 2015, 100 <input type="checkbox"/> <b>Baseline 2013:</b> 0	CORE: \$96,000 [contribution to UN HSTF] NON-CORE: \$133,613 [UN HSTF, project to be created in Atlas]  TO BE MOB-ED: \$0	CORE: \$14,000 [contribution to UN HSTF] NON-CORE: \$60,970 [UN HSTF, project to be created in Atlas]  TO BE MOB-ED: \$0	CORE: \$110,000 NON-CORE: \$194,583 [UN HSTF, project to be created in Atlas]  TO BE MOB-ED: \$0
<b>Outcome 2.2c:</b> The formal and informal processes related to climate change adaptation, sustainable water management	<b>Output 2.2.1c:</b> GE advocates equipped with strong arguments to lead evidence-based advocacy	<b>Indicator 2.2.1c:</b> Percentage of gender-sensitive recommendations by GE advocates included into the draft local policies of CA on climate	CORE: \$57,934  NON-CORE:	CORE: \$0  NON-CORE:	CORE: \$47,934  NON-CORE:

<p>and disaster preparedness in Central Asia incorporates GE priorities and are influenced by GE advocates and women's activists</p> <p><b>Indicator 2.2c:</b> Number of formal and informal processes influenced by GE advocates' evidence-based advocacy in CA</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Target 2.2c:</b> By 2015 2</li> <li><input type="checkbox"/> <b>Baseline 2.2c:</b> 0</li> </ul> <p><b>GLO SP: 2.2.1</b></p>	<p>on need of incorporation of women's needs and priorities into climate change adaptation, sustainable water management and disaster preparedness local policy agenda in CA</p>	<p>change adaptation, sustainable water management and disaster preparedness</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Target 2.2.1c:</b> By 2015 40% in 2 countries in CA</li> <li><input type="checkbox"/> <b>Baseline 2013:</b> 0</li> </ul>	<p>\$0</p> <p>TO BE MOB-ED: \$200,000 [soft pipeline: TBD]</p>	<p>\$0</p> <p>TO BE MOB-ED: \$400,000 [soft pipeline: TBD]</p>	<p>\$0</p> <p>TO BE MOB-ED: \$600,000 [soft pipeline: TBD]</p>
<p><b>Impact 3:</b> Reduced prevalence of violence against women and girls in Kazakhstan and Tajikistan</p>		<p><b>Related UN-Women SP Impact Area:</b> Women and girls live a life free of violence</p> <p><b>Related UNDAF/ CCPD priority:</b></p> <p><b>TAJ:</b> Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions.</p> <p><b>KAZ:</b> Outcome III. Effective governance</p> <p><b>Related national development priorities:</b> DVLs in KAZ and TAJ, National Gender Equality Strategy of KAZ 2006-2016</p>			
			<p><b>2014</b></p>	<p><b>2015</b></p>	<p><b>Total</b></p>
<p><b>Outcome 3.1:</b> Domestic violence laws enforced in Tajikistan and amended/enforced in Kazakhstan in line with international standards to prevent and respond to</p>	<p><b>Output 3.1.1a:</b> Strengthened capacity of WNM, line ministries and women's CSOs to develop draft National Action Plan on responding and</p>	<p><b>Indicator 3.1.1a:</b> Status of the Draft National Action Plan on responding and preventing domestic violence against women and girls</p> <p><b>Target 3.1.1a:</b> By 2014 draft National Action Plan developed</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED:</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED:</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED:</p>



<p>domestic violence against women and girls</p> <p><b>Indicator 3.1a:</b> Status of the National Action Plan on responding and preventing domestic violence against women and girls in Tajikistan</p>	<p>preventing domestic violence against women and girls in support to DVL enforcement in Tajikistan</p>	<p>and submitted to Government for approval</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> DVL adopted. Decision by Government adopted on development of NAP on combating DV.</p>	<p>ED: \$100, 000 [soft pipeline, Finland]</p>	<p>\$100, 000 [soft pipeline, Finland]</p>	<p>ED: \$200, 000 [soft pipeline, Finland]</p>
<p><input type="checkbox"/> <b>Target 3.1a:</b> National Action Plan on responding and preventing domestic violence against women and girls adopted by 2015</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> DVL adopted. Decision by Government adopted on development of NAP on combating DV.</p> <p><b>Indicator 3.1b:</b> Status of the Domestic violence law in Kazakhstan</p> <p><input type="checkbox"/> <b>Target 3.1b:</b> Amendments to Domestic violence law in Kazakhstan adopted by 2014 in line with international standards to prevent and respond to domestic violence against women and girls</p>	<p><b>Output 3.1.1b:</b> Parliamentary/GE CSO Joint WG has capacities to lead a joint advocacy on adoption of the draft amendments to DVL in Kazakhstan in line with international standards to prevent and respond to domestic violence against women and girls</p>	<p><input type="checkbox"/> <b>Indicator 3.1.1b:</b> Number of joint advocacy initiatives by Parliamentary WG and women's CSOs that lead to DVL amendment</p> <p><input type="checkbox"/> <b>Target 3.1.1b:</b> 2 By 2014</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> 1 in 2013</p>	<p>CORE: \$7,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$2,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>

<p>□ <b>Baseline 2013:</b> A draft package of amendments to Domestic violence law in Kazakhstan submitted to Government review</p> <p><b>GLO SP: 3.1.1</b></p>					
<p><b>Outcome 3.2:</b> Women and girls use state-funded multi-sectoral services for support and redress in cases of domestic violence in Kazakhstan</p> <p><b>Indicator 3.2:</b> Level of increase in the availability of and state budget for specialized multi-sectoral services for women and girls to receive support and redress in cases of domestic violence in Kazakhstan</p>	<p><b>Output 3.2.1a:</b> Enhanced capacity of WNM and women's CSOs to advocate for increased public allocations for establishment of state-run crisis centers and support to non-state services for women and girls survivors of domestic violence in two pilot provinces of Kazakhstan</p>	<p><b>Indicator 3.2.1a:</b> Number of joint initiatives by WNM and CSOs in support to increased public allocations for establishment of state-run crisis centers and support to non-state services for women and girls survivors of domestic violence</p> <p>□ <b>Target 3.2.1a:</b> By 2015 2 joint initiatives annually in two pilot provinces</p> <p>□ <b>Baseline 2013:</b> 0</p>	<p>CORE: \$15,000 [Core contribution]</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$40,000 [soft pipeline: Government of Kazakhstan]</p>	<p>CORE: \$15,000 [Core contribution]</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$40,000 [soft pipeline: Government of Kazakhstan]</p>	<p>CORE: \$30,000 [Core contribution]</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$80,000 [soft pipeline: Government of Kazakhstan]</p>
<p>□ <b>Target 3.2:</b> By 2015 at least in two additional provinces of Kazakhstan (Kyzylorda, Mangystau) state-run crisis centres available and 10% increase in public allocations to non-state specialized multi-sectoral services for women and girls survivors of violence</p>	<p><b>Output 3.2.1b:</b> Strengthened capacity of local courts, police, advocates and Prosecutor's office to provide response and redress to survivors of violence and to implement CEDAW and enforce amended DVL in two pilot</p>	<p><b>Indicator 3.2.1b:</b> Increased number of protection orders on issues related to domestic violence in pilot provinces of Kazakhstan</p> <p>□ <b>Target 3.2.1b:</b> By 2015 at least 15% increase in number of protection orders on issues related to domestic violence as a result of targeted capacity development initiatives</p>	<p>CORE: \$20,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$50,000</p>

<p><input type="checkbox"/> <b>Baseline 2013:</b> Only one province (Atyrau) has state-run crisis centre for women survivors of violence, but it has limited capacity to deliver to women. State funding was provided to 20 non-state crisis centres across the country to provide services to women. In 2012 amount of state funding provided to non-state crisis centres was \$TBC.</p> <p><b>GLO SP: 3.2.1</b></p>	<p>provinces of Kazakhstan</p>	<p><input type="checkbox"/> <b>Baseline 2013:</b> TBC</p>			
<p><b>Outcome 3.3:</b> Municipality of Dushanbe city adopts local development plans to address safety and protection from violence needs of women and girls</p> <p><b>Indicator 3.3:</b> Adoption of local development plan</p> <p><b>Target 3.3:</b> By 2015 local development plan adopted</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> 0</p> <p><b>GLO SP: 3.1.2</b></p>	<p><b>Output 3.3.1a:</b> A platform of dialogue established between municipality of Dushanbe and women's CSOs to discuss and incorporate issues of safety provision and combating violence in public spaces against women and girls into local development plans of Dushanbe city</p>	<p><b>Indicator 3.3.1a:</b> Number of incorporated gender-specific commitments by municipality and related service providers on improving city infrastructure and safety in target districts of Dushanbe in favour of women and girls needs</p> <p><input type="checkbox"/> <b>Target 3.3.1a:</b> By 2015 5 core commitments following a safety audit</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> 0</p>	<p>CORE: \$ 30,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$ 0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$400,000 [soft pipeline, TBD]</p>	<p>CORE: \$30,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$400,000 [soft pipeline, TBD]</p>
<p><b>Impact 4:</b>Peace and security agenda shaped by women leadership and participation in Kazakhstan, Uzbekistan and</p>		<p><b>Related UN-Women SP Impact Area:</b>Peace and security and humanitarian action are shaped by women leadership and participation</p>			

Tajikistan		<b>Related UNDAF/ CCPD priority:</b> <b>KAZ:</b> Outcome I. Economic and social wellbeing for all <b>TAJ:</b> Cross-border and regional issues are better managed through increased capacity on conflict prevention and improved cooperation with national and international partners. <b>UZB:</b> Outcome 4: Governance: Effectiveness, inclusiveness and accountability of governance at the central and local levels enhanced <b>Related national development priorities:</b> <b>KAZ:</b> Country development strategy 2050 <b>TAJ:</b> NAP on GE policy implementation 2012-2016, Chapter 9 – Role of women in peace building and conflict prevention <b>UZB:</b>			
			<b>2014</b>	<b>2015</b>	<b>Total</b>
<b>Outcome 4.1:</b> National policy framework on implementation of UN SCR on Women, Peace and Security (WPS) adopted in Kazakhstan  <b>Indicator 4.1:</b> Status of the National Action Plan on UN SCR on WPS in Kazakhstan <input type="checkbox"/> <b>Target 4.1:</b> By 2015 NAP on UN SCR adopted <input type="checkbox"/> <b>Baseline 2013:</b> No NAP on UN SCR in Kazakhstan <b>GLO SP: 4.1.1</b>	<b>Output 4.1.1:</b> NAP on implementation of UNSCRs on WPS in Kazakhstan drafted and passed to the Government for consideration/approval	<b>Indicator 4.1.1:</b> Status of the Draft of NAP on implementation of UNSCRs on WPS in Kazakhstan <input type="checkbox"/> <b>Target 4.1.1:</b> Draft NAP developed and submitted for Government review by 2014 <input type="checkbox"/> <b>Baseline 2013:</b> no draft	CORE: \$5,000  NON-CORE: \$0  TO BE MOB-ED: \$0	CORE: \$0  NON-CORE: \$0  TO BE MOB-ED: \$100,000 [soft pipeline, EC]	CORE: \$5,000  NON-CORE: \$0  TO BE MOB-ED: \$200,000 [soft pipeline, EC]
<b>Outcome 4.2:</b> Gender equality advocates influence conflict	Output 4.2.1a: Women have strengthened	<input type="checkbox"/> <b>Indicator 4.2.1a:</b> Percentage of recommendations by women	CORE: \$35,000	CORE: \$0	CORE: \$5,000

<p>prevention local policies at cross-border area of Kyrgyzstan and Tajikistan</p> <p>Indicator 4.2: Percentage of recommendations by gender equality advocates incorporated into local development plans in cross-border districts of Kyrgyzstan and Tajikistan and adopted by the end 2015</p> <p>Targets:50% Baseline: 0%</p> <p>GLO SP: 4.2.1</p>	<p>capacity to lead evidence-based advocacy and influence local policies on conflict prevention</p> <p>Output 4.2.1b: Core group of women peace activists enhanced capacities for gender responsive mediation on natural resources disputes peace negotiations, reconciliation and conflict prevention processes regionally, nationally and locally</p>	<p>included into draft policy/action plans for conflict prevention and resolution at cross-border districts of Kyrg and Taj</p> <p>□ Target 4.1.1a: 70% of recommendations incorporated into draft local policy/action plans by the end 2015</p> <p>Baseline 2013: 0%</p> <p>□ Indicator 4.2.1b: Number of cases successfully resolved by women mediators at the local level</p> <p>Target 4.1.1b: 5 cases by the end 2015</p> <p>Baseline 2013: 0</p>	<p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p> <p>CORE: \$10,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$150,000 [soft pipeline, EC]</p> <p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$50,000 [soft pipeline, EC]</p>	<p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$300,000 [soft pipeline, EC]</p> <p>CORE: \$10,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$100,000 [soft pipeline, EC]</p>
<p><b>Impact 5: National planning in Tajikistan, Kazakhstan, Turkmenistan and Uzbekistan reflects implementation of gender equality priorities</b></p>		<p><b>Related UN-Women SP Impact Area:</b> Governance and national planning fully reflect accountability for gender equality commitments and priorities</p> <p><b>Related UNDAF/ CCPD priority:</b></p> <p><b>KAZ:</b> Outcome I. Economic and social wellbeing for all</p> <p><b>TAJ:</b> National and local levels of government have the capacity to implement democratic governance practices grounded in international standards and law. Development initiatives are effectively and strategically planned, financed and implemented in an inclusive and participatory manner</p> <p><b>UZB:</b> Outcome 4-Governance, Effectiveness, inclusiveness and accountability of</p>			

			<p>governance at the central and local levels enhanced</p> <p>Outcome 2- Social Services Enhanced access to and utilization of relevant, quality essential social services (education, health, nutrition, Sexually Transmitted Infection - STI/HIV/drug use prevention, social protection of children and early childhood development)</p> <p><b>Related national development priorities:</b></p> <p><b>KAZ:</b> Country Development Strategy 2050, National Gender Equality Strategy 2006-2016</p> <p><b>TAJ:</b> National Development Strategy 2005-2015 priority area - Creation of effective mechanisms for the implementation of gender policies as part of public administration reform</p> <p><b>UZB:</b> National Action Plan for the Implementation of Concluding Observations by the CEDAW Committee on the 4th Periodic Report of Uzbekistan (2010-2012)</p> <p><b>TKM:</b> Draft Government Action Plan on Human Rights</p>		
			<b>2014</b>	<b>2015</b>	<b>Total</b>
<p><b>Outcome 5.1:</b> National Sectoral Plan on Labour and Social Protection – 2020 of Tajikistan with specific commitments to advance gender equality and women’s empowerment adopted</p> <p><b>Indicator 5.1:</b> Status of the National Sectoral Plan on Labour and Social Protection – 2020 of Tajikistan</p> <p><b>Target 5.1:</b> By 2015 National Sectoral Plan on Labour and Social Protection – 2020 of Tajikistan adopted and contains</p>	<p><b>Output 5.1.1a:</b> Key governmental institutions at national and local level have knowledge and capacities to engage with women’s CSOs and incorporate gender-specific provisions into the draft sectoral strategy on labour and social protection in Tajikistan</p>	<p><b>Indicator 5.1.1a:</b> Draft of the National Sectoral Plan on Labour and Social Protection – 2020 contains specific commitments to advance gender equality and women’s empowerment and submitted for Government review</p> <p><input type="checkbox"/> <b>Target 5.1.1a:</b> By 2014 the draft of sectoral strategy prepared, discussed with women’s CSOs, incorporates key national priorities on GE advancement and submitted to Government</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> No draft.</p>	<p>CORE: \$3,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$3,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>

<p>specific commitments to advance gender equality and women's empowerment</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> No draft</p> <p><b>GLO SP: 5.1.1</b></p>	<p><b>Output 5.1.1b:</b> Women's CSOs generates evidence and enhanced capacities to lead evidence-based advocacy to incorporate gender-sensitive recommendations for sectoral plan on labour and social protection</p>	<p><b>Indicator 5.1.1b:</b> % of gender-specific recommendations by women's CSOs incorporated in the draft of the National Sectoral Plan on Labour and Social Protection – 2020 that was submitted to Government</p> <p><input type="checkbox"/> <b>Target 5.1.1b:</b> 60% by 2014</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> 0%</p>	<p>CORE: \$2,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$2,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>
<p><b>Outcome 5.2:</b> Governments of Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan enforce effectively policies and legislation on GE in line with CEDAW Concluding Comments and other HR treaties recommendations pertaining to GE/WRs advancement (Beijing+20, post-MDGs, ICPD+20, UPRs, etc.)</p> <p><b>Indicator 5.2:</b> Number of newly adopted policies and laws pertaining to advancement of GE</p>	<p><b>Output 5.2.1a:</b> Government, Parliament and women's CSOs have enhanced knowledge and capacity to engage in joint implementation and monitoring of enforcement of CEDAW Concluding Comments and other HR treaties pertaining to GE/WHRs in Kazakhstan, Tajikistan, Uzbekistan and Turkmenistan</p>	<p><b>Indicator 5.2.1a:</b> Number of new laws/policies on enforcement of CEDAW and other HR Treaties recommendations drafted and submitted to Parliament/Government</p> <p><input type="checkbox"/> <b>Target 5.2.1a:</b> By 2014 2 drafted</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> 0</p>	<p>CORE: \$10,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$10,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>
<p><input type="checkbox"/> <b>Target 5.2:</b> At least two new laws/policies by 2015 in CA on GE/WHRs issues in response to new CEDAW</p>	<p><b>Output 5.2.1b:</b> GE advocates have strong evidence-based arguments to lead evidence-based advocacy on enforcement of</p>	<p><b>Indicator 5.2.1b:</b> Number of national and sub-regional level dialogues leading to stronger country commitments to GE/WHRs in line with enforcement of CEDAW and other HR Treaties</p>	<p>CORE: \$10,000</p> <p>NON-CORE: \$0</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p>	<p>CORE: \$20,000</p> <p>NON-CORE: \$0</p>

<p>CC</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> 0 in line with latest available CEDAW CC</p> <p><b>GLO SP: 5.2.1</b></p>	<p>CEDAW Concluding Comments and other HR treaties pertaining to GE/WHRs in Kazakhstan, Tajikistan, Uzbekistan and Turkmenistan</p>	<p>recommendations</p> <p><input type="checkbox"/> <b>Target 5.2.1b:</b> By 2015 at least 1 dialogue per country annually in target countries and 1 sub-regional dialogue</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> In 2000-2013 UN Women has provided extensive technical support to the Governments and women's CSOs on the development of the national and alternative reports to CEDAW and implementation of CEDAW Concluding Comments</p>	<p>TO BE MOB-ED: \$0</p>	<p>TO BE MOB-ED: \$0</p>	<p>TO BE MOB-ED: \$0</p>
<p><b>Outcome 5.3:</b> Women's human rights obligations incorporated into national AIDS response in Kazakhstan, Tajikistan and Uzbekistan</p> <p><b>Indicator 5.3:</b> Number of countries where national AIDS response policy addresses needs of women living with HIV</p> <p><input type="checkbox"/> <b>Target 5.3:</b> 1 by 2015</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> 0</p> <p><b>GLO SP: 5.3.2</b></p>	<p><b>Output 5.3.2:</b> Internal capacity of Net of W HIV+ in Kazakhstan, Tajikistan and informal Net of women affected by HIV in Uzbekistan strengthened to meaningfully engage into national-level dialogues on HIV/AIDS response and advocate for inclusion of WHRs</p>	<p><b>Indicator 5.3.2:</b> Number of gender-specific proposals from the Networks to influence national AIDS response</p> <p><input type="checkbox"/> <b>Target 5.3.2:</b> By 2015 1 proposal for each country</p> <p><input type="checkbox"/> <b>Baseline 2013:</b> 0</p>	<p>CORE: \$20,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$0</p>	<p>CORE: \$0</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$200,000 [soft pipeline, TBD]</p>	<p>CORE: \$20,000</p> <p>NON-CORE: \$0</p> <p>TO BE MOB-ED: \$400,000 [soft pipeline, TBD]</p>
<p><b>TOTAL DRF:</b></p>			<p><b>CORE: \$325,934</b> <b>NON-CORE \$1,006,613</b></p>		



## A8. Organisational Effectiveness and Efficiency Framework

Outputs	Indicators with targets for each year and baselines	Planned activities	Indicative resources per output (showing core and non-core)		
			2014	2015	Total
<b>OEE output cluster 1:</b> To drive more effective and efficient UN system coordination and strategic partnership on GE and women's empowerment in Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan					
<b>Output 1.1:</b> UN Women in Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan effectively leads, coordinates and promotes accountability for the implementation of GE commitments across the UN system	<b>Indicator 1.1:</b> Number of UN JPs geared towards GE/WHRs and/or that incorporates GE/WE issues in which UN Women participates <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Target year 2014:</b> At least 1 UN JP including GE/WE provisions signed by 2014</li> <li><input type="checkbox"/> <b>Target year 2015:</b> At least 1 UN JP signed by 2015</li> <li><input type="checkbox"/> <b>Baseline:</b> 1 UN JP signed in Tajikistan in 2013</li> </ul>	- To provide inputs into UN JPs on VAW, access to justice, human security, joint activities around UNiTE, Beijing+2-, post-2015, ICPD+20, UPRs			
	<b>Indicator 1.1a:</b> Number of meetings of UN GTG led by UN Women that lead to joint UNCT advocacy on GE/WE <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Target year 2014:</b> At least 2 meetings annually in each country by 2014</li> <li><input type="checkbox"/> <b>Target year 2015:</b> At least 2 meetings annually in each country by 2015</li> </ul>	- To develop workplan and monitor its implementation	CORE: \$15,000	CORE: \$0	CORE: \$15,000

Outputs	Indicators with targets for each year and baselines	Planned activities	Indicative resources per output (showing core and non-core)		
			2014	2015	Total
	<input type="checkbox"/> <b>Baseline:</b> UN GTG is led by UN Women and meets regularly in Tajikistan, Kazakhstan and Uzbekistan.				
<b>Output 1.2:</b> Effective partnerships between UN Women and civil society, and with regional and international organizations in Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan	<b>Indicator 1.2:</b> Civil society advisory groups for CA and Tajikistan set up and meets regularly to inform UN Women programming <input type="checkbox"/> <b>Target year 2014:</b> By 2014 CSAG for CA and Tajikistan is set up and has at least one meeting <input type="checkbox"/> <b>Target year 2015:</b> By 2015 at least 3 meetings of CSAG convened to inform UN Women programming <input type="checkbox"/> <b>Baseline:</b> No CSAG set up in CA	- To develop CSAG ToR, membership terms, to establish CSAG	CORE: \$15,000	CORE: \$0	CORE: \$15,000
		- To convene regular CSAG meetings			
		- To up-date regularly CSAG Intranet			
<b>OEE output cluster 2:</b> To institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation in Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan					
<b>Output 2.1:</b> UN Women MCO in Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan practices	<b>Indicator 2.1:</b> Availability of baselines and targets for all indicators at MCO level <input type="checkbox"/> <b>Target year 2014:</b> At least 85% by 2014	- To finalize baselines for MCO SN/AWP	CORE: \$15,000	CORE: \$0	CORE: \$15,000
		- SRO Programme Monitoring Framework (PMF) is developed and used for			

Outputs	Indicators with targets for each year and baselines	Planned activities	Indicative resources per output (showing core and non-core)		
			2014	2015	Total
result-based management	<input type="checkbox"/> <b>Target year 2015:</b> 100% by 2015 <input type="checkbox"/> <b>Baseline:</b> 70% for SN/AWP for 2011-2013	enhanced results-based monitoring			
<b>Output 2.2:</b> UN Women is recognized hub of knowledge on achieving GE and women's empowerment in CA	<b>Indicator 2.2a:</b> Number of unique visitors to UN Women MCO web-site available in Russian <input type="checkbox"/> <b>Target year 2014:</b> 11,000 by 2014 <input type="checkbox"/> <b>Target year 2015:</b> 12,000 by 2015 <input type="checkbox"/> <b>Baseline:</b> 10,600 visitors in 2013	- To maintain web-site of UN Women MCO CA and up-date it with key news and resources on GE/women's empowerment in Russian	CORE: \$3,000	CORE: \$0	CORE: \$6,000
	<b>Indicator 2.2b:</b> Knowledge management strategy for MCO implemented <input type="checkbox"/> <b>Target year 2014:</b> Knowledge management strategy for MCO implemented by 2014 <input type="checkbox"/> <b>Target year 2015:</b> Knowledge management strategy for MCO implemented by 2015 <input type="checkbox"/> <b>Baseline:</b> EECA Knowledge Management Strategy exists	- To conduct inventory of all knowledge products developed by UN Women in the sub-region in Russian - To draft and discuss MCO/CA knowledge management strategy and tools for its implementation with programme/project staff - To develop MCO/CA brochure on country and sub-regional programmes and projects for 2014-2015	CORE: \$100,000	CORE: \$0	CORE: \$100,000
<b>Output 2.3:</b> A clear	<b>Indicator 2.3a:</b> Rate of management	- To up-date management			

Outputs	Indicators with targets for each year and baselines	Planned activities	Indicative resources per output (showing core and non-core)		
			2014	2015	Total
evidence base generated from high quality evaluations of SP implementation for learning, decision-making and accountability in Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan	responses to agreed recommendations <input type="checkbox"/> <b>Target year 2014:</b> 100% by 2014 <input type="checkbox"/> <b>Target year 2015:</b> 100% by 2015 <input type="checkbox"/> <b>Baseline:</b> 100% in 2013	response for X-regional programme in relation to CA			
	<b>Indicator 2.3b:</b> Percentage of programme budget earmarked for evaluation <input type="checkbox"/> <b>Target year 2014:</b> At least 3% by 2014 <input type="checkbox"/> <b>Target year 2015:</b> At least 3% by 2015 <input type="checkbox"/> <b>Baseline:</b> 3% in 2013	- To strengthen internal capacity on managing gender-sensitive HR-based decentralized evaluations	CORE: \$20,000	CORE: \$0	CORE: \$55,000
		- To complete mid-term review of MCO SN/AWP for 2014-2015			
<b>OEE output cluster 3:</b> To enhance organizational effectiveness, with a focus on robust capacity and efficiency at country and sub-regional level in Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan					
<b>Output 3.1:</b> Effective leadership and direction of MCO to advance the mandate and mission of UN Women	<b>Indicator 3.1a:</b> Percentage of MCO SN/AWP outcomes and outputs on track <input type="checkbox"/> <b>Target year 2014:</b> At least 40% on track by 2014 <input type="checkbox"/> <b>Target year 2015:</b> At least 80% on track by 2015	- To implement MCO SN/AWP 2014-2015			

Outputs	Indicators with targets for each year and baselines	Planned activities	Indicative resources per output (showing core and non-core)		
			2014	2015	Total
	<input type="checkbox"/> <b>Baseline:</b> 80% on track in implementation of EECA SN/AWP 2011-2013				
	<input type="checkbox"/> <b>Indicator 3.1b:</b> Number of priority country offices covered by MCO have adequate human and mobilized financial resources to respond national demands and lead UNCT response <input type="checkbox"/> <b>Target year 2014:</b> At least 3 counties by 2014 have presence <input type="checkbox"/> <b>Target year 2015:</b> At least 3 counties by 2015 have presence <input type="checkbox"/> <b>Baseline:</b> 2 countries in MCO coverage has presence and resources mobilized	<ul style="list-style-type: none"> <li>- To have UN Women programme/project presence in Tajikistan and Uzbekistan to provide technical assistance on GM to UNCTs and national partners in line with country programme priorities</li> </ul>	CORE: \$105,000  IB STAFF: \$573,492  IB NON-STAFF: \$100,000 00081150  ExB: \$90,000 00038364	CORE: \$0	CORE: \$105,000  IB STAFF: \$573,492  IB NON-STAFF: \$100,000
<b>Output 3.2:</b> UN Women staff of MCO have the capacity and accountability for delivering results in GE and women's empowerment	<b>Indicator 3.2:</b> Rates of programme expenditure (core & non-core) (excluding advances) <input type="checkbox"/> <b>Target year 2014:</b> By 2014 at least 80% delivery <input type="checkbox"/> <b>Target year 2015:</b> By 2015 at least 80% delivery <input type="checkbox"/> <b>Baseline:</b> 80% delivery for EECA SN/AWP 2011-2013	<ul style="list-style-type: none"> <li>- To develop and implement Performance Monitoring Framework and mission plan</li> </ul>			
		<ul style="list-style-type: none"> <li>- To conduct mid-year implementation review to expedite and ensure high rate of delivery</li> </ul>			
<b>Output 3.3:</b> UN	<b>Indicator 3.3:</b> Rates of compliance	<ul style="list-style-type: none"> <li>- To facilitate security tests</li> </ul>			

Outputs	Indicators with targets for each year and baselines	Planned activities	Indicative resources per output (showing core and non-core)		
			2014	2015	Total
Women promotes a culture of risk management, accountability, harmonization of business practices and transparency in its operations	<p>of UN Women offices in CA with UN Security management System</p> <ul style="list-style-type: none"> <li>□ <b>Target year 2014:</b> By 2014 all MOSS-compliant</li> <li>□ <b>Target year 2015:</b> By 2015 all MOSS-compliant</li> <li>□ <b>Baseline:</b> In 2013 all MCO-covered countries are MOSS-compliant</li> </ul>	<p>passing and to strengthen newly recruited personnel to comply UNDSS security standards</p> <p>- To provide necessary equipment for MCO and field offices adequately to conform to security standards</p>			
<b>OEE output cluster 4:</b> To leverage and manage resources of MCO CA SN/AWP 2014-2015					
<b>Output 4.1:</b> Improved stewardship of resources through Budget, Financial, HR and IT management	<p><b>Indicator 4.1:</b> Percentage of UN Women MCO CA donor reports meeting quality standards</p> <ul style="list-style-type: none"> <li>□ <b>Target year 2014:</b> At least 100% by 2014</li> <li>□ <b>Target year 2015:</b> At least 100% by 2015</li> <li>□ <b>Baseline:</b> 80% during lifetime of EECA SN/AWP 2011-2013. MCO has delegation of authority for donor reporting</li> </ul>	<p>- To strengthen capacity of programme, project and finance staff to prepare high quality donor reports</p>			
<b>Output 4.2:</b> UN Women MCO resource base expanded and diversified to meet the	<p><b>Indicator 4.2a:</b> Amount of non-core resources raised</p> <ul style="list-style-type: none"> <li>□ <b>Target year 2014:</b> At least \$1,5 mln raised by 2014</li> </ul>	<p>- To develop a range of thematic-wise concept notes for resource mobilization</p> <p>- To conduct resource</p>			

Outputs	Indicators with targets for each year and baselines	Planned activities	Indicative resources per output (showing core and non-core)		
			2014	2015	Total
demands for catalytic and technical support	<input type="checkbox"/> <b>Target year 2015:</b> At least \$0,5 raised by 2015 <input type="checkbox"/> <b>Baseline:</b> \$0 raised for non-core resources as of October 2013	mobilization activities			
	<b>Indicator 4.2b:</b> Number of member States that contribute to UN Women core resources <input type="checkbox"/> <b>Target year 2014:</b> At least 1 member State contribution by 2014 <input type="checkbox"/> <b>Target year 2015:</b> At least 1 member State contribution by 2015 <input type="checkbox"/> <b>Baseline:</b> \$120,000 contributed by Kazakhstan	- To conduct bilaterals with the Ministries of Foreign Affairs of MCO countries			
<b>TOTAL OEEF</b> 2014: \$868,492					

## A9. Alignment with UN Women Strategic Plan priorities

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<b>WPP</b>	Women lead and participate in decision-making at all levels.	Work in Kazakhstan on introducing temporary special measures into national legislation.
<b>WEE</b>	Women, especially the poorest and most excluded, are economically empowered and benefit from development.	<p>Work on securing rights of the economically vulnerable groups of women in CA, ranging from domestic workers to labour migrants.</p> <p>Work on access to quality information and services in employment, social protection, land and property rights, civic registration in Tajikistan.</p> <p>Technical assistance on strengthening the capacity of social partners (Trade Unions, Employers Associations, Mass Media) to monitor enforcement of policy and legislation to protect labour and employment women's rights in Tajikistan, Kazakhstan and Kyrgyzstan</p> <p>Coordination with ILO, IOM on ensuring legislative and policy measures to protect rights of women in informal sector of economy, especially domestic workers, women labour migrants in Tajikistan, Kazakhstan and Kyrgyzstan.</p> <p>Expanding access to micro-credit schemes and income-generation opportunities for women in Tajikistan.</p>
<b>VAW</b>	Women and girls live a life free of violence.	<p>Work on improvement and enforcement of the legislation on Domestic Violence in Kazakhstan and Tajikistan.</p> <p>Say No and UNiTE campaigns.</p> <p>Work in Dushanbe (Tajikistan) around creating safer infrastructure and environment for women and girls.</p> <p>Capacity building for newly emerged Networks of women living with HIV in Kazakhstan, Tajikistan and Uzbekistan.</p>

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	Build on Guidance notes, thematic briefs and ERAW knowledge assets, prepared by UN Women HQ ERAW Section and available at the Virtual Knowledge Center.
<b>WPS</b>	Peace and security and humanitarian action are shaped by women leadership and participation.
	Work on strengthening capacity and networking of the CA women peace activists through implementation of UNSCRs on WPS.
	Support Kazakhstan, as the first non-conflict country in the region to develop and adopt NAP 1325.
	Capacity development of a group of women mediators to influence peace talks, recovery/peace building planning processes and transitional justice processes in CA and UNCTs in Tajikistan, Uzbekistan and Kyrgyzstan.
	Contribute to the interagency Early Warning System in Fergana Valley.
<b>NPB</b>	Governance and national planning fully reflect accountability for GE commitments and priorities.
	Work in Tajikistan on ensuring that gender issues are central to sectoral programmes on labour and social protection.
	Strengthening national capacity on reporting, monitoring and implementation of CEDAW and other HR obligations in relation to GE and WHRs.
	Ensuring a meaningful input from the sub-region to the global inter-governmental processes, such as post-2015 discussions, review of Beijing Platform of Action implementation, Beijing +20.
	Capacity investment into the institutional development of the Networks of women living with HIV in CA.

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## A10. Correspondence with national frameworks

In Kazakhstan, UN Women outcomes under Strategic Note correspond to the following UNDAF 2010-2015 priorities and related national development plans:

<b>Strategic Note Outcome 1.1a:</b> Special temporary measures (TSM) to promote increased women's political participation at national and local level in Kazakhstan incorporated into national legislation	<b>Related</b> Outcome III. Effective governance	<b>UNDAF</b>	<b>Related national development plans:</b> National Gender Equality Strategy 2006-2016, National Development Strategy "Kazakhstan – 2050"
<b>Strategic Note Outcome 2.1a:</b> National legislation on labour and migration effectively address women domestic workers' rights in Kazakhstan	<b>Related</b> Outcome I. Economic and social wellbeing for all	<b>UNDAF</b>	<b>Related national development plans:</b> Law on Migration, Gender Equality Law, Employment Roadmap 2020
<b>Strategic Note Outcome 2.1a:</b> National legislation on labour and migration effectively address women domestic workers' rights in Kazakhstan	<b>Related</b> Outcome I. Economic and social wellbeing for all	<b>UNDAF</b>	<b>Related national development plans:</b> Law on Migration, Gender Equality Law, Employment Roadmap 2020
<b>Strategic Note Outcome 2.2c:</b> The formal and informal processes related to climate change adaptation, sustainable water management and disaster preparedness in Central Asia incorporates GE priorities and are influenced by GE advocates and women's activists	<b>Related</b> Outcome I. Economic and social wellbeing for all	<b>UNDAF</b>	<b>Related national development plans:</b> Law on Migration, Gender Equality Law, Employment Roadmap 2020
<b>Strategic Note Outcome 3.1:</b> Domestic violence laws enforced in Tajikistan and amended/enforced in Kazakhstan in line with international standards to prevent and respond to domestic violence against women and girls	<b>Related</b> Outcome III. Effective governance	<b>UNDAF</b>	<b>Related national development plans:</b> Law on Domestic Violence, National Gender Equality Strategy of KAZ 2006-2016
<b>Strategic Note Outcome 3.2:</b> Women and girls use state-funded multi-sectoral services for support and redress in cases of domestic violence in Kazakhstan	<b>Related</b> Outcome III. Effective governance	<b>UNDAF</b>	<b>Related national development plans:</b> Law on Domestic Violence, National Gender Equality Strategy of KAZ 2006-2016
<b>Strategic Note Outcome 4.1:</b> National policy framework on implementation of UN SCRs on Women, Peace and Security (WPS) adopted in Kazakhstan	<b>Related</b> Outcome I. Economic and social wellbeing	<b>UNDAF</b>	<b>Related national development plans:</b> National development strategy "Kazakhstan 2050"

	for all	
<b>Strategic Note Outcome 5.2:</b> Governments of Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan enforce effectively policies and legislation on GE in line with CEDAW Concluding Comments and other HR treaties recommendations pertaining to GE/WRs advancement (Beijing+20, post-MDGs, ICPD+20, UPRs, etc.)	<b>Related UNDAF Outcome I.</b> Economic and social wellbeing for all	<b>Related national development plans:</b> National development strategy “Kazakhstan 2050”, National Gender Equality Strategy 2006-2016, National Action Plan on Human Rights
<b>Strategic Note Outcome 5.3:</b> Women’s human rights obligations incorporated into national AIDS response in Kazakhstan, Tajikistan and Uzbekistan	<b>Related UNDAF Outcome I.</b> Economic and social wellbeing for all	<b>Related national development plans:</b> National development strategy “Kazakhstan 2050”, National Gender Equality Strategy 2006-2016

In Tajikistan, UN Women outcomes under Strategic Note correspond to the following UNDAF 2010-2015 priorities and related national development plans:

<b>Strategic Note Outcome 2.1b:</b> Local development planning adopted in response to the needs of abandoned women from migrant families in Tajikistan	<b>Related UNDAF Outcome</b> Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions (relevant UNDAF’s Output 1.3 - Low-income households (also including Tajik labour migrants and their families, and refugees) and women are provided with access to a broad range of micro-credit/financing, legal, and income generation services)	<b>Related national development plans:</b> National Labour Migration Strategy for 2011-2015, Action Plan for implementation of the National Strategy for strengthening women’s role in Tajikistan for 2011-2020, National Welfare Improvement Strategy for 2012-2015, National Development Strategy for 2007-2015
<b>Strategic Note Outcome 2.1d:</b> The Law on Dekhkan Farms is gender-sensitive to address specific needs of women farmers in Tajikistan	<b>Related UNDAF Outcome</b> Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions (relevant UNDAF’s Output 1.3 - Low-income households (also including Tajik labour	<b>Related national development plans:</b> National Labour Migration Strategy for 2011-2015, Action Plan for implementation of the National Strategy for strengthening women’s role in Tajikistan for 2011-2020, National Welfare Improvement Strategy for 2012-

	migrants and their families, and refugees) and women are provided with access to a broad range of micro-credit/financing, legal, and income generation services)	2015, National Development Strategy for 2007-2015
<b>Strategic Note Outcome 2.2a:</b> Enhanced sustainable livelihoods and economic security of women labour migrants and abandoned women from migrants families from pilot provinces of Tajikistan and Kyrgyzstan	<b>Related UNDAF Outcome</b> Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions (relevant UNDAF's Output 1.3 - Low-income households (also including Tajik labour migrants and their families, and refugees) and women are provided with access to a broad range of micro-credit/financing, legal, and income generation services)	<b>Related national development plans:</b> National Labour Migration Strategy for 2011-2015, Action Plan for implementation of the National Strategy for strengthening women's role in Tajikistan for 2011-2020, National Welfare Improvement Strategy for 2012-2015, National Development Strategy for 2007-2015
<b>Strategic Note Outcome 2.2b:</b> The state system of social protection and legal aid services improved in Rasht Valley of Tajikistan to provide better services to women, especially from vulnerable groups (rural women, women with disabilities disabled, survivors of violence)	<b>Related UNDAF Outcome</b> Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions (relevant UNDAF's Output 1.3 - Low-income households (also including Tajik labour migrants and their families, and refugees) and women are provided with access to a broad range of micro-credit/financing, legal, and income generation services)	<b>Related national development plans:</b> National Labour Migration Strategy for 2011-2015, Action Plan for implementation of the National Strategy for strengthening women's role in Tajikistan for 2011-2020, National Welfare Improvement Strategy for 2012-2015, National Development Strategy for 2007-2015
<b>Strategic Note Outcome 2.2c:</b> The formal and informal processes related to climate change adaptation, sustainable water management and disaster preparedness in Central Asia incorporates GE priorities and are influenced by	<b>Related UNDAF Outcome</b> Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions (relevant UNDAF's Output 1.3 - Low-	<b>Related national development plans:</b> National Labour Migration Strategy for 2011-2015, Action Plan for implementation of the National Strategy for strengthening women's role in Tajikistan for 2011-2020, National

GE advocates and women's activists	income households (also including Tajik labour migrants and their families, and refugees) and women are provided with access to a broad range of micro-credit/financing, legal, and income generation services)	Welfare Improvement Strategy for 2012-2015, National Development Strategy for 2007-2015
<b>Strategic Note Outcome 3.1:</b> Domestic violence laws enforced in Tajikistan and amended/enforced in Kazakhstan in line with international standards to prevent and respond to domestic violence against women and girls	<b>Related UNDAF</b> Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions	<b>Related national development plans:</b> Law on Domestic Violence, State Programme on the Prevention of Violence in the Family for 2014-2023 approved by the Government on 30 April, 2014
<b>Strategic Note Outcome 3.3:</b> Municipality of Dushanbe city adopts local development plans to address safety and protection from violence needs of women and girls	<b>Related UNDAF</b> Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions	<b>Related national development plans:</b> Law on Domestic Violence, State Programme on the Prevention of Violence in the Family for 2014-2023 approved by the Government on 30 April, 2014
<b>Strategic Note Outcome 4.2:</b> Gender equality advocates influence conflict prevention local policies at cross-border area of Kyrgyzstan and Tajikistan	<b>Related UNDAF Outcome:</b> Cross-border and regional issues are better managed through increased capacity on conflict prevention and improved cooperation with national and international partners	<b>Related national development plans:</b> NAP on GE policy implementation 2012-2016, Chapter 9 – Role of women in peace building and conflict prevention
<b>Strategic Note Outcome 5.1:</b> National Sectoral Plan on Labour and Social Protection – 2020 of Tajikistan with specific commitments to advance gender equality and women's empowerment adopted	<b>Related UNDAF</b> National and local levels of government have the capacity to implement democratic governance practices grounded in international standards and law. Development initiatives are effectively and strategically planned, financed and implemented in an inclusive and participatory manner	<b>Related national development plans</b> National Development Strategy 2005-2015 priority area - Creation of effective mechanisms for the implementation of gender policies as part of public administration reform
<b>Strategic Note Outcome 5.2:</b> Governments of Kazakhstan, Tajikistan, Turkmenistan and	<b>Related UNDAF Outcome:</b> National and local levels of government have the capacity to	<b>Related national development plans</b> (priority area - Creation of effective

Uzbekistan enforce effectively policies and legislation on GE in line with CEDAW Concluding Comments and other HR treaties recommendations pertaining to GE/WRs advancement (Beijing+20, post-MDGs, ICPD+20, UPRs, etc.)	implement democratic governance practices grounded in international standards and law. Development initiatives are effectively and strategically planned, financed and implemented in an inclusive and participatory manner	mechanisms for the National Development Strategy 2005-2015 implementation of gender policies as part of public administration reform)
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<b>Strategic Note Outcome 5.3:</b> Women's human rights obligations incorporated into national AIDS response in Kazakhstan, Tajikistan and Uzbekistan	<b>Related UNDAF Outcome:</b> National and local levels of government have the capacity to implement democratic governance practices grounded in international standards and law. Development initiatives are effectively and strategically planned, financed and implemented in an inclusive and participatory manner	<b>Related national development plans:</b> National Development Strategy 2005-2015 priority area - Creation of effective mechanisms for the implementation of gender policies as part of public administration reform
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In Uzbekistan, UN Women are working on the following main areas of the MCO Strategic Note (2014-2015):

<b>Strategic Note Outcome 1.1a</b> Special temporary measures (TSM) to promote increased women's political participation at national and local level in Kazakhstan and Uzbekistan incorporated into national legislation)	<b>Relevant UNDAF (2010-2015) Outcome 4:</b> Governance, Effectiveness, inclusiveness and accountability of governance at the central and local levels enhanced	<b>Related national development plans:</b> National Action Plan for the Implementation of Concluding Observations by the CEDAW Committee on the 4th Periodic Report of Uzbekistan (NAP CEDAW) for 2010-2012; National Action Plan on the implementation of the recommendations of HRC and international UN Treaty Bodies on the result of consideration of the national reports of Uzbekistan in the field of human rights and freedoms (NAP UPR) for 2014-2016.
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<b>Strategic Note Outcome 2.1c</b> National policy and institutional environment conducive for the improvement of socio-economic conditions of rural women (especially from rural areas in	<b>Relevant UNDAF Outcome1:</b> Economic wellbeing of population, including vulnerable groups, is improved (residents of economically underdeveloped, mainly rural areas, women,	<b>Related national development plans:</b> National Welfare Improvement Strategies 2008-2010 and 2013-2015
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Uzbekistan ( <i>National Programme on Women's Enterprise Development in Uzbekistan</i> )	particularly home based workers, labour migrants and their families, children, particularly most at risks (adolescents, the elderly, HIV-positive people, people with disabilities)	
<b>Strategic Note Output 5.2.</b> Governments of Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan enforce effectively policies and legislation on GE in line with CEDAW Concluding Comments and other HR treaties recommendations pertaining to GE/WRs advancement (Beijing+20, post-MDGs, ICPD+20, UPRs, etc.	<b>Relevant UNDAF Outcome 4:</b> Governance, Effectiveness, inclusiveness and accountability of governance at the central and local levels enhanced	<b>Related national development plans:</b> National Action Plan for the Implementation of Concluding Observations by the CEDAW Committee on the 4th Periodic Report of Uzbekistan (NAP CEDAW) for 2010-2012; National Action Plan on the implementation of the recommendations of HRC and international UN Treaty Bodies on the result of consideration of the national reports of Uzbekistan in the field of human rights and freedoms (NAP UPR) for 2014-2016
<b>Strategic Note Output 5.3.</b> Women's human rights obligations incorporated into national AIDS response in Uzbekistan	<b>Relevant UNDAF Outcome 2:</b> Social Services Enhanced access to and utilization of relevant, quality essential social services (education, health, nutrition, Sexually Transmitted Infection - STI/HIV/drug use prevention, social protection of children and early childhood development)	<b>Related national development plans:</b> National Strategic program to combat HIV infection in the Republic of Uzbekistan for 2013-2017

## A11. Boundary Partners and theories of change

### Normative

Work	Boundary Partners	Partnership Indicators	Target Groups	Changes	Theories of Change
<b>1 Beijing + 20</b>	WNM, Sectoral Ministries, GE NGOs, media, UNFPA, UNHCR etc, Academia, HIV +, HR NGOs, experts	<p>Meaningful participation and contribution to process</p> <p>Improved policy documents</p> <p>Knowledge and communication of issues</p> <p>Initiatives expressed by partners</p> <p>WNM capable of coordinating ministries</p> <p>Better leveraging of knowledge</p>	Women and girls; specifically, different groups covered by BPFA	<p>1) States address priorities; needs of most vulnerable</p> <p>2) Vulnerable groups voice their position/concerns</p> <p>3) Stronger links among gender advocates in regions</p>	<p>Built alliance</p> <p>Network is more powerful</p> <p>Voice women's needs to state parties + technical assistance</p> <p>State parties policy reflects needs</p>
<b>2 CEDAW + UPR</b>	<p>Intersectoral working committee on HR reporting; WNM, Ombudsman, UNCT, GTG, HR NGOs</p> <p>HIV+ Women (Taj), Disabled Women (Taj)</p>	<p>New mechanisms (e.g. TSM)</p> <p>New legislation</p> <p>Monitoring and coordination</p> <p>More responsive to grass roots</p>	Vulnerable women and girls, State institution (right-holders and duty-bearers)	<p>1) Integration of int'l commitments into national policies/priorities</p> <p>2) HR treaties enforced, DVL enforced</p> <p>3) State services for VAW</p> <p>4) TSM enforced (Uzbekistan)</p>	<p>Capacity of duty bearers to understand and apply standards</p> <p>Implement in policies</p> <p>Service delivery and accountability for enforcement</p>



Enforcement of standards and commitment through plans

Awareness that can use CEDAW as entry point for GEWE agenda

Capacity to submit reports – understand how CEDAW should be applied

Better leveraging of knowledge

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**3 SDG**

Government, CSOs, media, UNCT, GTG, donor community

Selection of priority goals relevant to women

Rights-holders, duty-bearers

- 1) National post-2015 policy & n int'l agenda (CA) committed to SDG, implemented and budgeted
- 2) Beneficiaries become agents of change

Tabling gender issues (advocacy)

Able to localise, plan and budget

Others engender work

Engendering goals and targets

Engendered national strategies and planning

Women's participation in the process

Become gender champions

Funds allocated to activities

Better leveraging of

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knowledge

Coordination

Work	Boundary Partners	Partnership Indicators	Target Groups	Changes	Theories of Change	Links
<b>4 GTG</b> <b>Incl. campaigns, work plan, joint activities, 16 days</b>	UNDP, UNFPA, UNAIDS + ADB, OSCE, Women's Committee, CISC (NGO) NANGO UZ (GONGO), sport groups	Interagency Trust More involved in UNW work More coordinated gender work Self-leadership in terms of coordination Mutual accountability	General population with focus on women, men, youth	Change in attitudes and cultural stereotypes, awareness raising	Involvement of partners Awareness of issues Change in attitudes and stereotypes	
<b>5 UNDAF</b> <b>Training (Taj, Kaz)</b>	All UNCTs, women's machinery, women NGOs, DPOs, government	Disaggregation and articulation of vulnerable groups Specific targeting (preference) to these groups Focal Point capacity on HR/GE on UNDAF	Women: in rural areas, HIV +, disabled Women machinery NGOs Government agencies	Improved livelihoods Improved quality of services Increased capacity of national stakeholders on implementation, M&E and reporting of international HR objectives	Evidence and technical assistance Participation Advocacy UNDAF targeting improves	6

			Joint programming on gender			Level of support to vulnerable groups increases	
<b>6</b>	<b>Joint programming and collaborative action</b>	UNDP, Women's committee	Inclusion of UNW in JP	Rural women's enterprises	Improved livelihood of rural women in Muynak and Kanlykul districts	Contribute to existing JPs	5
	<b>Aral Sea HIV/ AIDS Rule of Law Trust Fund</b>	UNAIDS, women's committee, national AIDS Centre, CISC NGO, Country Coordination Mechanism (CCM)	Gender responsive programmes	HIV+, women at risk, government	Improved national response to HIV/AIDS	Prove usefulness	
			Collaborative work			Integration into future JPs	
			Synergistic effects				
			Incorporate women into national HIV and AIDS plans			7Improved national response to GEWE	
<b>7</b>	<b>MDGs Reporting</b>		Capacity to report on MDG 3				3

### Operational

	<b>Programme</b>	<b>Work</b>	<b>Boundary Partners</b>	<b>Partnership Indicators</b>	<b>Target Groups</b>	<b>Changes</b>	<b>Theories of Change</b>
<b>8</b>	<b>WPP</b>	<b>Promoting TSM</b>	MPs, WNM, gender advocates, NGO, academia, researchers	Stereotypes and perceptions of women as leaders addressed – value of women in decision-making understood	NWM,MPs, women leaders, executive power	More women in decision making posts at high levels	Produce evidence and make case for TSM Introduction of TSM (formal and voluntary) More women in roles

			Knowledge of TSM			Decision-making capacity and opportunity	
			Address fear of quotas as a notion			Women orientated policies	
			Find alternative ways to achieve TSM				
<b>9</b>	<b>WEE</b>	<b>Social Protection Domestic Work Labour Migration Employment Property Rights Access to Resources</b>	NWM, sectoral ministries, central and local administrations, MCOs (micro credit institutions), TUs, media, private employment agencies, NGOs, gender advocates, researchers, Parliament, IOs	Understand 'efficient services' delivery to vulnerable population 9what should be improved/delivered)  IO engagement on WEE issues at policy level  Interstate communication on domestic work and migrants  Openness to issues and conduciveness of environment  Use of contract for domestic workers  Use of code of conduct for employers	Vulnerable women (migrants, rural, disabled, low income) Policy makers (through CB)	Improved livelihoods, better access to quality services, increase in incomes, increase in women's self-esteem	Policy (evidence + knowledge products)  Institutional capacity (state, finance institutions, private employment agencies)  Grass Roots (social mobilisation, self organisations, enterprise, services, information)

<b>10 EVAW</b>	<b>DVL Implementation Awareness Raising</b>	NWM, local administrations, Mol, NGOs, Crisis Centres for Victims, media, IOs, statistics offices, Ombudsman, researchers	<p>Capacity to implement and commitment to fund domestic violence laws</p> <p>Support to constitutional secular norms in attitudes on women's rights</p> <p>Include commitments in sector guidelines/laws</p> <p>Coordinate services – organisation and funding</p> <p>Technical capacity and awareness</p> <p>Mobile task forces, reaching out</p> <p>Media investigate and report stigma against HIV+</p>	Victims, perpetrators, general population with focus on boys and girls	Zero tolerance of VAW, violence free society, awareness of rights, government funding	<p>Statistical data</p> <p>Awareness (UNite)</p> <p>JP-EVAW – service standards, advocate local gov, public provision, police/legal capacity</p> <p>Other UN agencies – services delivery (health)</p> <p>Zero tolerance to GBV</p>
<b>11 WPS</b>	<b>1325 NAPs development and implementation</b>	WNM, MFA, Women's peace corps, peace	<p>Sensitised and awareness</p> <p>Implementing 1325</p>	DRR: disaster affected women WPS: general public in conflict-	Better preparedness of women in risk and conflict	<p>Agree priorities for implementing 1325</p> <p>Work out best way of</p>

	<b>Humanitarian Response</b>	activists, mediators, local administrations, IOs, emergency agencies	commitments Psychological support in humanitarian	prone areas Decision makers Gender activists	mitigation Women's' needs integrated into policies Increase of women participation in WPS agenda	implementing Technical assistance Policies reflect 1325 commitments	
	<b>Cross-border Conflict Prevention</b>		Work with UNDP on cross border conflict on resources				
<b>12</b>	<b>NPB (National Planning &amp; Budgeting)</b>	<b>Local plan of budgeting (GRB)</b> <b>HIV</b> <b>Intergovernmental processes (CEDAW, UPR, MDG, SDG)</b>	NWM, sectoral ministries, NGOs, local and district authorities, IOs, HIV networks, media, experts, gender activists, civil servants (through PA Academies)	HIV+ women have leadership capacity and voice  Local governance + civil servants + CSOs aware of value and mechanism of GRB	Rural women, vulnerable groups, HIV+, central and local administrations, WNM/ women delegations, NGOs, gender advocates	NPB and local PB gender responsive  HIV+ able to voice needs at policy level  CA voice heard at global <i>fora</i>	Generate knowledge, make knowledge accessible, create platform, built trainers cadre, develop localised methodologies, revise local development plans  HIV+ - enhance dialogue and voice  Intergovernmental – enhance voice of Central Asia

## A12. Stakeholders and their main contributions

Stakeholder role	Specific groups (gender disaggregated)	Main contributions
Kazakhstan		
Target Groups of rights holders	Women – members of political parties Women’s rights civil society organizations (CSOs) Women and girls –victims of domestic violence Domestic workers (male and female) Youth (male and female) HIV positive women and girls	Expected to benefit from implementation of UN Women MCO SN in Kazakhstan: <ul style="list-style-type: none"> <li>□ TSM – advocacy for revision of national legislation to introduce temporary special measures or quotas for women MPs in Parliament in Kazakhstan;</li> <li>□ HIV-capacity building activities for the members of Net;</li> <li>□ DV – capacity building and advocacy for implementation of DVL in Kazakhstan aiming to reduce DV instances and improve law enforcement response to incidents of DV and protection of victims;</li> <li>□ DW - advocacy for supporting the rights of migrants-domestic workers in using the labour contracts, in accessing medical and educational services, enhancing the capacities of state and non-state structures (including private employment agencies, trade unions etc.) in protecting the rights of DWs.</li> </ul>
Principle and primary duty bearers who make decisions and implement the SN	National Commission on Women’ Affairs and Family-Demographic Policy under the President of Kazakhstan; Parliament of Kazakhstan; Judiciary; Ministry of Interior;	The National Commission and the relevant ministries are partners in all of UN Women MCO’s programmes under the Strategic Note in Kazakhstan, including JPs in Kyzylorda and Mangistau;

Ministry of Justice;  
 Ministry of Health and Social Protection  
 Ministry of Foreign Affairs;  
 Ministry of health and social welfare;  
 Ministry of Economy;  
 Prosecutor General Office;  
 Akimats of Kyzylorda and Mangistau regions;  
 CSOs providing social services to victims of VAWG;

The national AIDS action plan is the central planning tool that guides work at different levels and sectors and behind which donors will align their support. It is a critical framework in which to align commitments to gender equality—under the CEDAW) and in the Beijing Platform for Action, the MDGs and Security Council Resolution 1325—and to scale up the proven strategies to halt and reverse the spread of HIV and AIDS among women and girls.

A multisectoral approach to the AIDS pandemic calls for the broad participation of a cross-section of government ministries.

<p>Experts and consultants who have provided technical inputs into the SN</p>	<p>Civil Society Advisory Group        UN Gender Focal Persons</p>	<p>The Gender Theme Group is chaired by UN Women MCO and includes focal points of United Nations Agencies operating in the country. The GTG contributes to strengthening the UNCT’s overall performance on GE, supported the mainstreaming of gender into the PFD; coordinates joint programmes and shares information on gender related activities and programmes. It is accountable to the UNCT and reports to the UNCT on activities at the country level.</p>
<p>Representatives of secondary duty bearers and rights holders affected by the SN but not targeted for assistance</p>	<p>Trade Unions        Rights Holders Groups        Media</p>	<p>The MCO supported the creation of the film “Zagnannaya” (translated as Entrapped), on domestic violence. Under the 16 Days of Activism Against VAW campaign, the MCO in Kazakhstan secured participation and contribution by 4 male Head of UN Agencies in Kazakhstan/Central Asia – UNAIDS, UNESCO, UNHCR and UN DPI - The Beijing+20 for Central Asia Facebook page and Twitter account was created and is being led by the MCO starting</p>



from September 2014.

Successful partnership between UN Women with the trade union federations of Kazakhstan, Kyrgyzstan and Tajikistan to facilitate cooperation and their participation in advocating for domestic work. UN Women supported the trade unions in a review of existing interstate agreements in the field of labour migration, from the point of view of inclusion of domestic work regulations, which will be used for expanded advocacy to integrate needs of DWs.

The private recruiting agencies (PRAs) are involved as direct beneficiaries (for capacity development to address DWs' needs) as well as service providers and actors able to contribute to policy formulation and further implementation. This partnership provides a wider focus of work on DWs rights – not only policy related, but also on improving service delivery for DWs in regard of access to decent work.

Target Groups of rights holders	Women and girls lacking civil registration and ID documents, women and girls in need of social protection, victims of domestic violence and those in risk of DV and gender-based discrimination, labor migrants, vulnerable families of labor migrants, abandoned families of labor migrants, women and girls with disabilities, WLWH, Self Help Groups (SHG)	Participate in baseline studies, progress monitoring activities and contribute towards situation analysis and monitoring of progress/results Raise concerns in related intervention fields and demand for adequate protection/service provision
Principle and primary duty bearers who make decisions and implement the SN	Committee on Women and Family Affairs under the Government of the Republic of Tajikistan (CWFA) Ministry of Labor Migration and Employment of Tajikistan (MLME) Ministry of Interior (MoI) DfID Great Britain Government of Norway UNDP/Government of Finland (RoL project Donor) UN Women Responsible Parties: State Women's Centre under Dushanbe authority, NGOs "Association of Women and Society", "Azal", "Najibullo"	National government stakeholders actively participated in the process of discussions on developing MCO SN for 2014-2015 National government stakeholders coordinate inputs and interventions from UN Women and other organizations, jointly discuss progress and future needs Donors fund the projects and coordinate planned interventions and results achieved, conduct joint monitoring
Experts and consultants who have provided technical inputs into the SN	Civil Society Advisory Group Coalition of NGOs "From equality de-jure to equality de-facto"	These organizations and individuals feed into planning discussions, make inputs on baseline situation and gender related priorities for the country for UN Women interventions. The organizations participated in prioritization of SN directions and continuously take part in

UN Gender Focal Persons from UN and non-UN organizations in Tajikistan following up the results

<p>Representatives of secondary duty bearers and rights holders affected by the SN but not targeted for assistance</p>	<p><b>Secondary rights holders:</b>  Wider population in Tajikistan (households of people with disabilities, households in risk of domestic violence, wider households of labor migrants, households of PLWH etc.)</p> <p><b>Secondary duty bearers:</b>  Trade unions  Mass Media  Women’s Watch Groups  One Stop Shop Service (Ghonchi pilot district)  District Task Forces under local Committees on Women and Family Affairs</p>	<p>Secondary rights holders contribute to feedback mechanisms to understand benefits of the interventions and understanding further needs (through participation and feedback in studies, awareness raising programmes, TV and Radio programme discussions)</p> <p>Secondary duty bearers feed into piloting interventions in the local areas, feedback on successes and weak points of the interventions, suggest future improvements and interventions. They also serve as a feedback bridge between the service users, service providers, decision makers and introduced interventions for future planning and improvements</p>
<hr/> <p>Uzbekistan</p>		
<p>Target Groups of rights holders</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Rural women from 6 rural regions of Uzbekistan (Tashkent, Sirdarya, Djizzak, Kashkadarya, Fergana and Republic of Karakalpakstan ( Muynak and Konlikul districts);</li> <li><input type="checkbox"/> Women living with HIV – members of Informal Net of women and children affected by HIV (Tashkent city, Tashkent, Andijan, Bukhara regions)</li> <li><input type="checkbox"/> Women –entrepreneurs (small-scale enterprises, start-up etc.)</li> </ul>	<p>Participated and benefited from implementation MCO SN and UN Women projects in UZB:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> WEE- WE and access to microcredit lines, for income generation;</li> <li><input type="checkbox"/> HIV-capacity building activities for the members of Net;</li> <li><input type="checkbox"/> WED- development of the new national policy on WED which incorporates rural women’s needs;</li> <li><input type="checkbox"/> TSM –development of recommendations for TSM’ implementation in UZB (as part of CEDAW observations implementation)</li> </ul>

Principle and primary duty bearers who control the SN	<input type="checkbox"/> Women’s Committee of Uzbekistan and its regional/ district/ city/ branches <input type="checkbox"/> National Human rights Center <input type="checkbox"/> Chamber of Commerce and Industry of Uzbekistan and its regional branches <input type="checkbox"/> NANGOs of Uzbekistan, <input type="checkbox"/> NGO “ Civic Initiatives Support Center”, <input type="checkbox"/> UN agencies ( UNDP, UNFPA, UNAIDs)	1) Participated in the discussions on developing MCO SN for 2014-2015 during the MCO representatives mission in UZ B ( Nov2013) WCU, CCIUz and NGO CISC- are the main MCO SN' implementation partners in UZB
Experts and consultants who have advised the SN	N/A	
Representatives of secondary duty bearers and rights holders affected by the SN but not targeted for assistance	N/A	

## A13. UN Women positioning relative to CEDAW concluding observations

### Tajikistan

Concluding Observations	UNW Positioning	Potential
enhance women's awareness of their rights through ongoing legal literacy programmes and legal assistance through women's centres as well as the creation of additional centres with legal expertise in all regions of the country.	Could potentially revive work with District Task Forces and mobile teams to best achieve this. Well placed, but needs fundraising for ongoing work.	Strength
strengthen the Committee on Women and the Family	Best placed org to achieve this with work ongoing.	Strength
advise on the development of all government policies on gender equality, draft, review and monitor legislation		Strength
perform policy analysis as well as analysis of its implementation		Strength
ensure the rights of rural women, including single women heads of household, to land ownership, management of land and marketing of products by providing them with legal, management and business training and by simplifying the process of registration of private farms.	Have important legacy of work on Dehkan Farms. Can further build on experience with Regional Migration Programme. Overall, well placed with work ongoing.	Strength
mainstream gender equality concerns into all laws, policies and national plans across ministries and in oblast, rayon and local bodies	Women's Committee requires substantive increase in capacity and status to achieve this.	Strength
give priority to eliminating all forms of violence against women, in particular domestic violence	Most funding has been on WEE – need to leverage links to EVAW.	Strength
review and strengthen the mandate of the gender focal points in the national ministries	Women's Committee requires substantive increase in capacity and status to achieve this.	Neutral
enable the Committee on Women and the Family to effectively monitor the Law on State Guarantees,	Good relations established. Need substantive capacity development to realise this.	Neutral
initiate change in the widely accepted subordination of women and the stereotypical roles applied to both sexes	Would benefit from increased communications capabilities and high-level representation.	Neutral
awareness-raising and educational campaigns addressing religious and community leaders, parents, teachers, officials and	Some work being undertaken: the project to support abandoned migrants' wives – a new national campaign planned for the autumn in a frame of 16	Neutral

young girls and boys themselves	days of activism against VAW will target religious and other informal leaders to better advocate for overcoming stereotypes and negative social norms (early marriages, etc.). Could build stronger links with UNICEF.	
give priority to eliminating all forms of violence against women, in particular domestic violence	Most funding has been on WEE – need to leverage links to EVAW.	Neutral
public awareness-raising campaigns on the unacceptability of violence against women	Is a high priority. There is annual campaign on EVAW by GTG in a frame of the global 16 days of activism against VAW. 2015 plan for the campaign is being now developed by UN Women in coordination/inputs from GTG members. But does not have communications capacity needed to take this to scale.	Neutral
enact, without delay, the existing draft bill on social and legal protection against domestic violence	Focus has been in Dushanbe city. Could leverage work on District Task Forces and mobile teams to include links to police, health and local courts (RoL project by UN women is directly focused on development of practical mechanisms for DVL enforcement and capacity building of NWM, Ministry of interior, Ombudsman's office to enforce and monitor DVL implementation)	Neutral
implement its comprehensive programme to combat trafficking in persons for the period 2006-2010	Well positioned to support IOM due to joint projects, but needs stronger links with UNODC. Stronger links with OSCE are needed as well, as it's specifically focused on implementing comprehensive programme to combat trafficking in persons for the period 2006-2010.	Neutral
access to immediate means of redress and protection, including protection orders and availability of a sufficient number of shelters	Shelters have been dropped from national strategy. Need to leverage GTG to secure commitment from Gov for next national strategy, including funding.	Neutral
place high priority on educating women and girls	Strength of UNICEF. Could support UNICEF to fully cover issues through UNDAF 2016-2020 Outcome 3: <i>People in Tajikistan benefit from quality, equitable and inclusive health, education and social protection systems.</i>	Neutral
address the obstacles effectively which prevent girls from attending school or continuing their education	<i>Agencies to work under this Outcome – UNICEF, WFP, UNFPA, WHO. UNAIDS, ILO, etc.</i>	Neutral
additional training be provided to teachers to update their knowledge and teaching methods in the current context of gender equality, democracy and market opportunities		Neutral
improve women's access to general health care, and reproductive health care, services in particular	Mandate of UNFPA. Can offer support in UNDAF through ongoing links in GTG.	Neutral

enable the participation of rural women in decision-making	Most promising option is through Joint Economic Initiatives and work with IOM on supporting migrant families. Could also build on experience with District Task Forces. Not well positioned in national political system, but ongoing work in abandoned wives project could be built upon.	Neutral
ensure that the Convention and relevant domestic legislation, in particular the Law on State Guarantees, are made an integral part of the education given in law departments of universities and be made available in modules in the further education available to the Judges Study Centre of the Council of the Judiciary,	In 2010 the National University was supported to develop a programme and introduce a course on WHRs into the curriculum of the law faculty, therefore the statement. Could explore new support from UNESCO and UNDP.	Neutral
awareness-raising and capacity-building programmes for civil servants	Could explore support through UNDP (with mandate) and OSCE (with existing work with the Civil Servants Training Institute including many years on gender education). UN Women supported the institute to build capacity for its staff to further delivery the trainings for civil servants on GRB	Neutral
making the educational programme, “State service and gender: action areas”, of the Tajik Public Servants Further Training Institute available to all civil servants		Neutral
strengthen its efforts to prohibit and prevent unregistered unions	Is in ongoing work within several projects – RMP, Norway-funded, UNHSTF, RoL. Access to civil registration and advocacy to prevent from unregistered and forced/early marriages are integrated as cross-cutting priority into the projects on WEE, RoL. DTFs are involved into sharing information and providing legal education concerning these issues.. Could explore with OHCHR, UNICEF and UNFPA. Could potentially leverage District Task Forces.	Neutral
eliminate the causes that lead to polygamous unions		Neutral
review the vulnerable situation of second and subsequent wives		Neutral
enforce its prohibition of forced marriage		Neutral
intensify its efforts to protect women against acts of discrimination by clearly establishing explicit linkages between the Law on State Guarantees and other relevant legislation in areas covered by the Law and the Convention.	Would need to strengthen both legal capacity and higher level representation. Women’s Committee not well placed at the moment to advocate because of status.	Weakness
consider an amendment of the Law on State Guarantees in order to clarify its operational aspects.		Weakness
strengthen existing complaints mechanisms, such as the Special Department on Citizen Rights	Currently touching on this issue with Ombudsman, but not a strength and other organisations also not well placed to support. Could explore issue in GTG.	Weakness
encourage the media to discuss and promote non-stereotypical	Could leverage GTG networks (especially UNFPA, UNICEF and UNECO)	Weakness

and positive images of women and promote the value of gender equality for society as a whole	to support this. Globally, it is a strategic goal of UNESCO.	
training for parliamentarians, the judiciary and public officials, in particular law enforcement personnel and health-service providers, ensuring that they are sensitized to all forms of violence against women, in particular domestic violence, and can provide adequate support to victims	Need to build links with UNDP access to justice and rule of law work.	Weakness
put services in place for the rehabilitation and reintegration of women and girls involved in prostitution	Not well positioned. Could build links with Women's Centres in Dushanbe.	Weakness
undertake national awareness-raising campaigns about the importance of women's participation in public and political life, specifically about the obstacles that women encounter in rural areas.	Poorly positioned. No work on WPP. Need to orientate Women's Commission first to make case.	Weakness
increase women's representation in political and public life, including at the international level		Weakness
review the use of temporary measures		Weakness
review the entire election process for discriminatory elements from a gender perspective and to consider waiving the registration fee for women candidates	Weak positioning. UNDP has mandate – explore through GTG.	Weakness
prevent the practice of family voting		Weakness
ensure that there are equal opportunities for women and men in the labour market through the implementation of the relevant sections of the Law on State Guarantees and the Labour Law	Mandate of ILO. Currently weak links. Need to develop engagement strategy to address these issues jointly and advocate in UNDAF.	Weakness
increase women's access to complaint mechanisms and courts		Weakness
State Labour Inspectorate with sufficient budgetary resources and staff		Weakness

## Kazakhstan

Concluding Observations	UNW Positioning	Potential
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consider using temporary special measures, intensify the efforts of the National Commission on Women's Affairs	Well positioned. Would benefit from Astana presence. Best positioned agency. Would benefit from Astana presence.	Strength Strength
ensure that the revised Domestic Violence Act of 2009 and the Penal Code comprehensively cover all forms of violence against women, including stalking	Well positioned. Need to continue to extend network of influence. Would benefit from a Gender Advisor to government.	Strength
ensure that the draft law proposing amendments to the financing of crisis centres and shelters provides for adequate and regular funding	Well positioned and an important focus of advocacy.	Strength
providing them with access to shelters, legal, medical and psychosocial assistance and alternative income-generating opportunities	Well positioned to continue advocacy for state funding to shelters.	Strength
consider reviewing the current electoral legislation to ensure that temporary special measures or quotas are reflected in the legislative framework	Well positioned but would benefit from presence in Astana.	Strength
specific measures be taken with political parties		Strength
accelerating the regularization of stateless women and girls	Need to extend existing work beyond domestic workers. Relationship with IOM is an asset.	Strength
intensify the implementation of strategies to combat HIV/AIDS	Existing work with Network for Women Living with HIV is good basis. Can further develop alliance with UNAIDS.	Strength
use the Beijing Declaration and Platform for Action	Best placed to further strengthen National Commission.	Strength
create awareness of women's human rights in the State party	Not optimally positioned in relation to Government because of Almaty office. Need to build relationship with UNCT members and enhance GTG to leverage whole UN system.	Neutral
enhance women's awareness of their rights and the means to enforce them	Addition of communications and knowledge management specialists in MCO is promising. Some work with IOM and Trade Unions, but focused on migrants and domestic workers.	Neutral
train the judiciary and the legal profession with regard to the Committee's jurisprudence under the Optional Protocol	Work on domestic violence law is important legacy, but need to strengthen National Committee and work with UNDP.	Neutral
adopt a comprehensive legal definition of discrimination against women		Neutral
Conduct awareness-raising campaigns to eliminate stigmatization and pejorative stereotypes of women who seek justice		Neutral
Provide systematic training to judges, prosecutors and lawyers on the application of legislation prohibiting discrimination and violence against		Neutral

women		
Ensure that women have effective access to justice, including through the provision of legal aid,	Collaboration with IOM and UNAIDS is strength. Need to strengthen work with OHCHR and UNDP to cover other groups.	Neutral
educate people and raise their awareness of existing sex-based stereotypes	Some potential with communications capacity. Would benefit from partnership with UNESCO and UNDP.	Neutral
expand public education programmes on the negative impacts of such stereotypes		Neutral
regularly monitor and review the measures taken	Requires strengthening of National Commission on Women's Affairs.	Neutral
put in place a system of comprehensive data collection on all forms of violence against women	Potential to expand work in Kyzlorda and Mangystau provinces, but need to coordinate work nationally, starting with GTG.	Neutral
introduce measures to ensure the effective implementation of the Gender Equality Strategy 2006-2016 at the national and local levels	Key partner for National Commission in developing the next strategy through convening a multi-stakeholder platform. Important to develop partnership with UNDP.	Neutral
ensure that poor and rural women are aware of the requirements relating to State birth registration	Area for UNICEF. Can be supported through UNPFD.	Neutral
Encourage girls and young women to choose non-traditional fields of study		Neutral
Reduce school dropouts among girls by combating child marriages		Neutral
Integrate age-appropriate education on sexual and reproductive health and rights	Area for UNFPA. Can be supported through UNPFD.	Neutral
consider adding free access to a comprehensive range of contraceptives	Area for UNFPA. Can be supported through UNPFD.	Neutral
pay special attention to the needs of older women, women with disabilities and rural women	Currently older women are not a focus. Could review this targeting.	Neutral
integration of a gender perspective, in accordance with the provisions of the Convention, into all efforts aimed at the achievement of the Millennium Development Goals and into the post-2015 development framework.	Could contribute to UNDP's efforts to support KazAID to ensure it is engendered.	Neutral
take effective legal measures to combat child marriages and polygamy	Not well positioned. Requires partnership with OHCHR.	Weakness
ensure effective investigation of all complaints	Not currently well positioned. Could engage UNDP and OHCHR.	Weakness
revise its legislation to ensure that the definition of the crime of rape is in accordance with the Convention		Weakness
consider ratifying the Council of Europe Convention on Preventing and	Need stronger influence with Government.	Weakness

Combating Violence against Women and Domestic Violence		
Intensify efforts to address the root causes of trafficking in women and girls	Not well positioned. Would need to build stronger links with UNODC and OHCHR.	Weakness
Intensify awareness-raising activities aimed at promoting reporting of trafficking	Not well positioned. Would need to build stronger links with UNODC and OHCHR.	Weakness
Intensify efforts aimed at bilateral, regional and international cooperation to prevent trafficking		Weakness
Provide data in its next periodic report on existing programmes aimed at addressing prostitution	Not well positioned.	Weakness
intensify efforts under the "Employment road map for 2020" in order to reduce unemployment among women	Not well placed, especially in rural areas. Need to work with UNDP, ILO, UNIDO and development banks.	Weakness
provision of vocational and technical training		Weakness
eliminating structural inequalities and occupational segregation		Weakness
narrow and close the pay gap		Weakness
consider improving working conditions for such areas of work which are considered to be hazardous to the health of women		Weakness
adopt comprehensive legislation to combat sexual harassment in the workplace		Weakness
collect data on women drug users in prisons and in society at large	Not well placed. Could collaborate with UNODC and UNAIDS.	Weakness
expand women's access to microfinance and microcredit at low interest rates	Not well placed. Could explore collaboration with UNDP and development banks.	Weakness
protect the rights of women upon dissolution of such religious or customary marriages regardless of their registration status	Not well placed. Would need to strengthen national platform and work with OHCHR.	Weakness

## A14. Contribution Analysis Table

Intended Outcomes (WEE)	Changes found by the evaluation	Link to UN Women (performance story)	Other contributing factors	Plausible contribution of UN Women to this change	Gender and Human Rights implications
National legislation on labour and migration effectively address women domestic workers' rights	Loose coalitions have been developed of advocates to develop and present recommended amendments in line with CEDAW recommendations. These are progressively being acknowledged by national authorities and included in legislation. However, significant gaps exist in effectiveness: most especially the lack of national budgeting and institutional weaknesses in terms of enforcement. The assembled coalitions are also unlikely to maintain the same level of voice or organisation without UN Women.	UNW has played an important convening role and delivered a major tranche of support with IOM through the Regional Migration Programme.	The work of IOM and ILO, the Trade Union movement.	High	Interventions targeting domestic work, migration and HIV have a high degree of intersectionality that can be more explicit explored. The formation and organisation of rightholders groups is still nascent, meaning that the protection and realisation of rights continues to rely on support from international organisations.
Local development planning adopted in response to the needs of abandoned women	The recognition of abandoned families has been a significant advance. The combination of work on District Task Forces and Joint Economic Initiatives also appears to have increased interest of local authorities to the extent that schemes for women's vocational education and economic opportunity have been established. There is, however, very limited signs of	UNW supported specific planning capacities through the global GDG programme, and continued engagement through the DFID- and Norway-funded programmes. It also appears to have avoided duplication with other entities.	The work of IOM, national investment planning.	High (in partnership with IOM)	The case for extending support to gender-responsive budgeting at the local level remains clear (especially where it can be connected to monitoring and accountability for expenditure). However, there is also a very strong case for targeting national-level institutional processes of allocating inward investment before it reaches the local level:

changes to wider investment and at the same time attention is increasingly being turned to questions of reintegrating returnee migrants.

and opening up these processes to increased levels of participation by representatives of rights holders. If this cannot be achieved directly, then greater consideration must be given to targeting IFIs.

National policy and institutional environment conducive for the improvement of socio-economic conditions of rural women	There have been some gains in support to small-scale women-led entrepreneurship, however, major structural barriers remain for the development of medium and large enterprises. The policy environment for domestic violence has improved, but limited so far evidence of significant outcomes for women in rural areas. New joint programmes in Kazakhstan may begin to address issue of rural women better than has been done previously.	Focus has been on Uzbekistan and Dekhan farms in Tajikistan, but a strong case exists for this work in all countries. Development of a new gender strategy in Kazakhstan is a real opportunity for extending this work.	The status of the women's machinery in government, concern with domestic and economic security, and weak investment environment in rural areas.	Medium	Rural women remain marginalised group in both cultural and economic terms. However, this should also be explored in terms of intersectionality with migration, abandonment, HIV, disabilities, and older women.
The Law on Dehkan Farms is gender-sensitive	UN Women is recognised as a significant force in developing amendments to the Law on Dehkan Farms. The challenge remains in enforcement of this law, and wider land rights issues.	UNW is recognised by multi-stakeholders and significant voice and convenor on this issue.	Entrenched interests.	High	Wider issues of land rights remain, as does limited agency of women or awareness of legal structures to enforce existing rights.
Enhanced sustainable livelihoods and economic security of women labour migrants and abandoned women	Within the specific projects that UN Women has worked (especially in countries of origin) the impact on livelihoods has been high – there are the good examples of Joint Economic Initiatives to support this. However, impacts on the experience of the wider group of labour migrants is fairly limited due to	The regional migration programme and follow-up support to abandoned women in Tajikistan has delivered its planned outputs, and is universally recognised as positive. However, regional synergies across programme-level work have not fully been	The work of IOM and ILO, the Trade Union movement. Changes in policy of the Russian Federation and value of the Rouble.	Medium	Livelihoods remain essential, but are currently only viewed through a largely neoliberal orthodox lens of entrepreneurship and market enterprise. This shifts responsibility for economic security from the State and Capitalists to vulnerable individuals operating within nascent market structures and is

atomisation of domestic workers and reliance on private agencies to voluntarily support good practice.

realised, and wider political-economic factors have a major impact on livelihoods based on economic migration.

inadequate with regard to the Covenant on Social, Cultural and Economic Rights, and the ILO concept of Decent Work. A focus is required on addressing the atomisation of target groups to enhance solidarity and the capacity for group-based negotiation.

The state system of social protection and legal aid services improved in Rasht Valley	The evaluation did not visit Rasht Valley and has only limited evidence of the overall outcomes from UN Women's work there. However, both situation analyses and stakeholders confirmed the relevance of targeting this area. Evidence was found in support of the relevance of legal services in other areas (and the institution of District Task Forces).	Unknown	Security, socio-cultural traditions.	Unknown	-
The formal and informal processes related to climate change adaptation, sustainable water management and disaster preparedness in Central Asia incorporates GE priorities	The evaluation did not gather sufficient evidence on these interventions.	Unknown	Intra-regional relations.	Unknown	-

## A15. Evaluation Team Profile

**Joseph Barnes** is a Senior Partner for ImpactReady LLP and experienced gender responsive evaluator. His work has included leading the design and implementation of the UN Women Corporate Thematic Evaluation on WEE, the UN Women GERAAS meta evaluation and meta analysis, and the UN Women Guidance on Country Portfolio Evaluations. Joseph has a background in disaster management and institutional economics, and has developed large scale programmes and evaluations in over 20 countries, for clients most recently including UNICEF, UNDP, UN Women, WFP, DFID, IrishAid, British Council, NRC, University of Georgetown, and Coventry University. In addition to founding ImpactReady and the CHILD Trust, Joseph is a co-author of the EvalYear.com data visualisation blog.

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