UN WOMEN

Country Portfolio Evaluation of Kyrgyzstan Strategic Note (2015-2017)

Part II: Annexes

Date of this version	2 June 2017
Version number	Version 1.0
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COVER PHOTO: Almkan Baimanbetova a beneficiaries of the joint UN Women, FAO, WFP and IFAD programme 'Acceleration of Rural Women Economic Development" proudly shows off her greenhouse she built with support of the programme. As a single-head of household, the greenhouse will generate additional income for her family. Photo: CPE Evaluation Team/Mamajan, Karasui District.

Annex A: Terms of Reference

TERMS OF REFERENCE

For a Country Programme Evaluation (CPE) of UN Women Kyrgyzstan Country Office (CO)
Strategic Note (SN) 2015-2017

I. Background (programme/project context)

UN Women's mandate (GA resolution 64/289) is to lead, coordinate and promote accountability of the UN system to deliver on gender equality and the empowerment of women with the primary objective of enhancing country-level coherence, ensuring coordinated interventions and securing positive impacts on the lives of women and girls, including those living in rural areas.

The Country Office (CO) Strategic Note (SN) is the main planning tool for UN Women's support to normative, coordination and operational work in the Kyrgyz Republic. UN Women (previously as UNIFEM) has implemented catalytic initiatives on promoting women's economic, political and social rights in Kyrgyzstan since 2001. A full Country Office has been operational since 2012. This evaluation will consider the current Strategic Note covering the period 2015-2017. A new Strategic Note is due to be developed and approved during 2017.

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, and Committee and Universal Periodic Review (UPR) Recommendations (2011), and CEDAW Concluding Observations on the 4th periodic reports.

The Kyrgyz Republic has ratified key UN Conventions on human rights and gender equality and developed the most progressive national gender legislation and policy framework in the sub-region. The Government of the KR has made significant efforts in putting its gender equality and sustainable development agenda forward. In support to implementation of the decree of the President of the Kyrgyz Republic, the National Action Plan (NAP) was developed back in 2002 for the period 2002-2006. (Decree of the Government of the Kyrgyz Republic of June 21, 2002 No. 395 "On the approval of a set of measures to implement the national action plan for achieving gender equality In the Kyrgyz Republic for 2002-2006 and the matrix of activities for its implementation.")

Progress was also made through the development of the first National Sustainable Development Strategy (NSDS) 2013-2017 and its implementation programme. The National Action Plan on UN Security Council Resolution on Women, Peace and Security 1325 is being implemented since 2013. The Government re-affirmed implementation of international obligations on the Sustainable Development Agenda 2030 through nationalization of Sustainable Development Goals (SDGs) and establishment of the Coordination Committee on SDGs in February 2016. The Strategic Note is in support of the aforementioned international commitments and national strategies by the Government of the KR. The Strategic Note is furthermore aligned with the UN Women Global Strategic Plan 2014-2017

and Kyrgyzstan's UNDAF for 2013-2017, contributing to the following Impact Areas of UN Women's Strategic Plan 2014-2017:

- Impact Area 2: Women, especially the most excluded and vulnerable, are empowered to be actors in economic and local development

- Impact Area 3: Women and girls live a life free of violence;

- Impact Area 4: Peace and security and humanitarian action are shaped by women's leadership and participation
- Impact Area 5: Governance and national planning fully reflect accountability for GE commitments and priorities

The UN Country Team provides assistance to Kyrgyzstan according to three UNDAF (2012-2017) priorities: (1) Peace and Cohesion, Effective Democratic Governance, and Human Rights, including deepening State-building, security and justice for all (2)Social Inclusion and Equity, encompassing issues of social protection, food security, education and health and (3)Inclusive and Sustainable Job-Rich Growth for Poverty Reduction, with particular attention to women and youth, as well as to vulnerable groups and disaster-prone communities. Support to implement international and national GEWE commitments and gender mainstreaming are considered cross-cutting throughout all three pillars.

In Kyrgyzstan 32% of the population live in poverty[1]. During 2014-2015, the extreme poverty rate fell to 1.2% of the total population, however, the lack of sex-disaggregated data does not permit to conclude that extreme poverty has been eliminated for women as well as for men.[2] The country ranks 120 on the UNDP Human Development Index 2015 and 81 (out of 144 countries) in the Global Gender Gap Report 2016 by the World Economic Forum. Kyrgyzstan suffers from high and rising inequalities and faces significant regional disparities: 67.7% of the population and 70.5% of those in extreme poverty live in rural areas. Rural women and girls are most vulnerable to gender inequalities, due to often pervasive discriminatory cultural norms, weak social services and inadequate infrastructure, especially in remote areas. Since independence, the political leadership was overthrown in 2005 and again in 2010; in particular the events of April and June 2010 were violent. The political situation remains fragile, often complicated by frequent cabinet reshuffles. North-south, rural-urban and ethnic divisions as well as lack of the rule of law and significant corruption at all levels of state governance pose a serious risk to sustainable development. Persistent distrust of the population in the three state powers, namely Parliament, government and the judiciary is a constraint when trying to effectively address the development needs of the country.

As noted in a Gender Position Paper contributing to the Common Country Analysis 2016 for Kyrgyzstan, a significant discrepancy remains between the progressive national legal and policy framework on GEWE and its lack of wholehearted implementation and enforcement as well as gendered social norms. There is weak capacity to conduct policy analysis, M&E and ensure progress towards gender equality exists. Inadequate state funding hampers law enforcement and implementation of GEWE commitments. The cancellation of the mandatory nature of decisions of international human rights bodies over national law in the December 2016 Constitutional Referendum poses legal challenges to implementation of UN Treaties on human rights, including CEDAW and its Optional Protocol.

Despite a 30% gender quota, women remain significantly underrepresented from decision-making and in Government. Currently, 15% of the MPs, two out of 14 ministers and one out

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[1]KR National Statistics Committee, 2015.

[2]Common Country Assessment for the Kyrgyz Republic 2016

of four vice prime ministers are women. Only one in ten of local councilors are women. An enabling environment for women's political participation at national and local level is still lacking and so is the leadership capacity of women, especially at local level and in rural areas.

VAW is widespread and takes many forms, including domestic violence, bride kidnapping, early marriages, polygamy, physical abuse and trafficking. According to the most recent Demographic and Health Survey, 23% of all women aged 15-49 have experienced physical violence at least once since age 15, and 13% have experienced physical violence within the past 12 months.[3] Impunity is widespread and absence of state-funded services for support and redress to survivors as well as psychological pressure and cultural traditions at community level discourage women further from filing complaints. Therefore, VAW remains broadly unaddressed and restricts women's and girls' opportunities.

In 2016 Kyrgyz economy continued to be affected by the regional economic crisis and its entrance into the Eurasian Custom Union, with limited capacity and resources to master the new custom rules. Inadequate childcare facilities and lack of affordable government social provisioning, lack of decent job opportunities, and absence of formal employment opportunities providing for maternity and social protection, as well as stubborn influence of traditional stereotypes assigning women as primary caregivers are contributing to women's low labour force participation rate (49.9%). Women have very limited skills and resources to engage in entrepreneurship and business management and often lack access to financial and natural resources as well as self-confidence. Given this environment, migration has become one of the coping strategies to secure livelihoods. According to government estimates women represent 40% of all migrants. They often engage in low-pay and risky occupations.

II. Description of the programme/project

The total planned budget of the Strategic Note for the period of 2015-2017 was 6.4 mln USD. As per December 2016, expenditure against this target programmatic budget was 4 mln USD.

The work of UN Women is focused on responding to its three-fold mandate.

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:

Normative	Coordination	National programmes	Regional programmes	Global programmes
Support the state substantively and	Member of the UNCT	**Impact Area 3:** Building the	N/A	**Impact Area 2:** Acceleration of

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[3] Demographic and Health Survey, USAID, UNFPA and National Statistic Committee of the Kyrgyz Republic, 2012

logistically in drafting strategies and national Action Plans to follow-up on recommendations from the Commission on the Status of Women, CEDAW, the Beijing Platform for Action UPR, and assist in their implementation. Support the state in preparing the GE NAP and the NAP1325 Support the state and the national gender mechanism to lead key national level processes with a focus on localization of SDGs Member of the National Council on GE Technical and facilitation support to strengthen the national 'gender machinery' to coordinate and monitor implementation of GE commitments Technical support and advocacy to Parliament on improving GE legislation	Lead of UNCT Gender Theme Group (GTG) Lead of UNiTE movement Member of UNDAF Results Groups, technical and financial support to a gender-responsive CCA Lead of the UNCT OMT in 2016 Periodically convene the Extended GTG which includes other development partners Member of the Youth Theme Group, Communications Group, Disaster Risk Coordination and UN SUN group - Scaling Up Nutrition	evidence base to facilitate responsive gender policy and programs for equality and lasting peace in Kyrgyzstan (GSPS) **Impact Area 4:** Promoting Gender Justice and Empowerment of Young Women in Kyrgyzstan (EIDHR) Building a Constituency for Peace (BCP) Livelihoods through Participation and Equal Access to Water		Rural Women Economic Empowerment (ARWEE) **Impact Area 5:** Increasing accountability in financing for gender equality

The implementation status of these interventions is:

Completed	Ongoing/Planned	Cancelled/ Revised
Promoting Gender Justice and	Acceleration of Rural Women Economic	N/A

Empowerment of Young Women in Kyrgyzstan	Empowerment	
Building a Constituency for Peace	Livelihoods through Participation and Equal Access to Water	
Building the evidence base to facilitate responsive gender policy and programs for equality and lasting peace in Kyrgyzstan		
Increasing accountability in financing for gender equality		

Below listed are the programs/projects implemented by UN Women during the Strategic Note 2015-2017 contributing to achieving the goals set in the SN. In addition, the CO's core funds are strategically used to build linkages between projects and to ensure solid country programme and implementation of the UN Women normative, operational and coordination mandate as described in the above table. Core funds also cover organizational effectiveness and efficiency.

Impact Area 2: Women, especially the most excluded and vulnerable, are empowered to be actors in economic and local development

ARWEE is a joint programme led by UN Women and implemented jointly with FAO, IFAD and WFP. It aims to promote rural women's economic empowerment in the Kyrgyz Republic through securing rural women's livelihoods and rights in the context of sustainable development and the SDGs agenda. Programme is designed around the following three outcome areas: (i) increased income opportunities and food security for rural women; (ii) enhanced leadership and participation of rural women in decision-making processes at the local and national levels; and (iii) a more gender responsive policy environment in the country. It is currently implemented in four provinces: Chuy, Naryn, Osh and Jalalabad, covering over 2,000 women in 45 villages. UN Women implements the programme in partnership with two Responsible Parties: NGO Community Development Alliance and NGO Alliance for Budget Transparency.

Impact Area 3: Women and girls live a life free of violence

The goal of GSPS programme was to strengthen the efforts to empower women and girls and eliminate threats to gender equality through the clear identification of risk factors and opportunities for gender mainstreaming in community peacebuilding and strengthen capacities among government, UN agencies, and NGOs for improved and gender-responsive policies and programming. Implemented jointly with UNFPA and IOM, a database of quantitative and qualitative data was collected by interviewing over 7,500 respondents nation-wide across five major thematic pillars: women's political participation, economic empowerment, religious beliefs and practices, participation in labour migration, violence against women and girls. The data was analyzed and compiled into a   report presented to various stakeholders. The project aimed at achieving the following three outputs:

- Threats to gender equality and peace are identified for more gender responsive policy and programming;
- National institutional capacity in gender sensitive data collection and analysis is strengthened;
- Gender-sensitive research capacity is strengthened among universities, state researcher institutions and researchers.

Impact Area 4: Peace and security and humanitarian action are shaped by women's leadership and participation

1. The core foundation of the project Promoting Gender Justice and Empowerment of Young Women in Kyrgyzstan was the development of a 32-session training course "My Safe and Peaceful School" (MSPS) and accompanying manual with clear guidelines to conduct conflict analysis, allowing students to identify how human rights of fellow students may be infringed upon and what remedial actions could be taken to mitigate the conflict, all with the involvement of the youth themselves as a learning process. The course strengthened the knowledge of young men and women about human rights and gender equality as enshrined in the Constitution of the Kyrgyz Republic. The project trained a total of 3,438 students in Grades 7-11 from 58 schools throughout the country: 238 active young people (66 per cent girls, 34 per cent boys) undertook the MSPS Course as peer educators, and subsequently 120 youth among the trainees delivered the course to 3,200 students (70 per cent girls, 30 per cent boys). Of the 3,200 participants, 1,200 completed all 32 sessions of the course and took actions to promote gender equality and justice among the school community, including the development of 27 gender justice action plans, which involved 8,000 to 10,000 youth who will benefit from a more secure and safe environment at their schools.

2. The Building a Constituency for Peace project worked towards promoting gender equality by involving - especially young – women in all aspects of public life and economic activity, and by building support systems to ensure their rights. The project focused on bridging ethnic divisions by promoting equal opportunity regardless of ethnic origin, by facilitating side-by-side learning of life- and livelihood skills. The project prepared over 3,700 secondary school to make a decent living from the family land plot and to understand mechanisms of market economy. Over 2,000 students developed life-skills that enable them to secure their and their peers rights, to actively participate in community affairs and to help solve problems affecting their schools and communities. Diverse stakeholders in municipalities were brought together to jointly understanding and address problems and conflicts affecting their community. In addition, a KAP research on marriage and career choices of youth was commissioned to be used by local authorities for further youth empowerment, gender equality and conflict resolution. Final evaluation of the BCP project took place in 2016 and the report is available to the CPE evaluation team.

3. Livelihoods through Participation and Equal Access to Water project aims at securing livelihoods for vulnerable women, men and children, through their participation in community governance of water resources, and enhanced ability to use water efficiently. The project strategy is to fairly, transparently and sustainably allocate scarce water resources at community level to enhance intra-community partnerships, community resilience and create opportunities for establishment of livelihoods that in the context of challenges increasingly associated with labour migration, present a credible alternative to such migration. The project will also strengthen the capacity of local governments and Water User Associations in target areas to ensure equal access to resources and improve the quality of services for the population.

Impact Area 5: Governance and national planning fully reflect accountability for GE commitments and priorities

The project "Increasing accountability in financing for gender equality" was implemented within the framework of a UN Women Global programme in 2012-2015. The project aimed to increase the volume and effective use of aid and domestic resources to implement national commitments to gender equality and women's empowerment. The following outputs were achieved as a result of the project implementation:

- National action plan for gender equality 2012-2015 have defined targets, financing and implementation arrangements and aligned with national planning and budgeting processes;
- Strengthened capacity of national governments to implement gender equality commitments and address women's priorities in national planning, budgeting systems and programming;
- Gender equality advocates have engaged effectively in contributing to stronger policy coherence on gender equality in economic and development effectiveness policy forums.

The following organizations were selected by UN Trust Funds and added to the UN Women CO annual work plans for support and supervision

- Fund for Gender Equality (FGE)

    AIDS Foundation East-West 2017-2019

- EVAWG Trust Fund

    National Federation of Female Communities of Kyrgyzstan 2015-2016

    Ministry of Labour and Social Development 2015-2017

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

Stakeholding role	Specific groups (gender disaggregated)	Main contributions
Target Groups of rights holders	Rural women Youth/Secondary school students, especially girls National researchers UNiTE Network	Direct beneficiaries, their households and community members, programme/project participants and partners

	Rural Advisory Services Jalal-Abad (RAS JA) Foundation for Tolerance International (FTI) Community Development Alliance Centre for Gender Studies Alliance for Budget Transparency National M&E Network National Federation of Female Communities of Kyrgyzstan (NFFCK) AIDS Foundation East-West in the Kyrgyz Republic Women's Support Centre	Implementing partners
Principle and primary duty bearers	UN Women CO	
	Ministry for Labour and Social Development Parliament / Forum of Women MPs Research Centre of State Agency on Support of LSG State Commission on Religious Affairs Ministry of Education Ministry of Agriculture National Council on Gender Equality State Agency for Local Self Government and Inter-Ethnic Relations Ministry of Economy Ministry of Foreign Affairs Local Self-Governments/District Administrations National Statistics Committee President's Office	Development, implementation, M&E of national gender policy and programmes
	UN Peacebuilding Fund, SIDA, Norway, Finland, Poland, Austria, European Union	Donors and development partners
Experts and consultants who have technical inputs into the SN	UNCT and GTG, Media, CSAG, Gender experts	

In line with UN Women's commitment to Results Based Management, a Development Results Framework (DRF) was developed with performance indicators. The programme is built on the theory that if women and girls are capacitated to become active participants of economic, political and public life; if the capacity of national stakeholders on evidence-based and gender-responsiveness of laws and policies is strengthened; and if attitudes and behaviour of duty-bearers and right-holders favour gender equality then an enabling environment for implementation of Kyrgyzstan's gender commitments and for designing better policy, programmes and service delivery is built. However, a full theory of change will need to be confirmed by the evaluation team through a participatory process.

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

A Mid-Term Review (MTR) of the SN was undertaken in November 2016 with a purpose to analyse and reflect the validity of UN Women's strategy in the Kyrgyz Republic, review the theories of change for each of the impact areas and identify the strategic directions for the

2017 annual work plan and the next Strategic Note period 2018-2022. The MTR found UN Women CO well positioned, with a positive image and ability to provide value to its partners. Theories of change for the current four impact areas were re-confirmed as valid for the remaining Strategic Note period and a set of recommendations were made for the next Strategic Note and future programming. The MTR provided an excellent platform to engage with partners and to reflect joint work for GEWE. The MTR also highlighted the opportunities to update the CO's partnership and communications/advocacy strategy to more effectively engage influential parties not fully sharing the convictions of UN Women in order to help neutralize opposition to GEWE. Furthermore, a decision was made to align the programme with UN Women Flagship Programme Initiatives (FPIs) and actively pursue the following FPIs: Gender Statistics for Localization of the SDGs, and possibly the Women's Access to Land and Climate Resilient Agriculture or the Safe Cities FPI.

The Country Office is based in Bishkek, with a staff of three funded under institutional budget provided to the CO to carry out the UN Women mandate. These positions are the Representative, Operations Manager and Programme Finance Associate. Extra-budgetary resources are provided through a 3 percent overhead from cost-sharing, earmarked by the organization to finance additional support personnel. These funds cover the costs of Administrative Assistant and Handyman. Positions funded from the Core Budget (an allocation on average less than USD 300,000 annually) to support programmatic work include the National Programme Officer, Communications and Advocacy Specialist, and Driver. All additional personnel is recruited based on funds mobilized under cost-sharing and contributes through projects thus funded to achieving the results as set in the Strategic Note and annual work plans.

III. Evaluation Purpose

Evaluation in UN Women is guided by the normative agreements described below 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[4] and Ethical Guidelines.[5]

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

Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level. The UN Women portfolio responds to three core mandates, which include normative,

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[4]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.

[5]UNEG, "Ethical guidelines", 2008, available online at: http://www.unevaluation.org/document/detail/102.

operational and coordination work. The CPE focuses on their individual and combined success in advancing gender equality in the Kyrgyz Republic. It uses the Strategic Note as the main point of reference.

This CPE is being commissioned by the Regional Office (RO) as a primarily formative (forward-looking) evaluation to support the Country Office (CO) and national stakeholders' strategic learning and decision-making for the next Strategic Note, due to be developed in 2017. The evaluation is expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

An additional objective of the evaluation is to separately assess the performance of the Gender in Society Perception Study (GSPS), a joint project with IOM and UNFPA lead by UN Women under the Peacebuilding Fund's Gender Promotion Initiative, implemented through its 18-month IRF facility. This assessment will support accountability towards the donor, host country authorities and stakeholders, and contribute to organizational learning.

The primary intended users of this evaluation are:

- UN Women Kyrgyzstan CO, Regional ECA Office, and UN Women HQ
- Target groups, their households and community members, programme/project partners
- National government institutions
- Civil society representatives
- Donors and development partners
- UN Country Team and GTG

Primary intended uses of this evaluation are:

a. Learning and improved decision-making to support the development of the next Strategic Note 2018-2022;
b. Accountability for the development effectiveness of the CO Strategic Note 2018-2022 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.

As a point of information, it should be noted that the UN Women Country Office leads one of seven global initiatives on Rural Women Economic Empowerment involving FAO, IFAD and WFP which is not being separately evaluated and expected to close in October 2017. The large Building a Constituency for Peace project was evaluated in autumn 2016 at closure.

IV. Objectives (evaluation criteria and key questions)

The evaluation has 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 CO to improve its strategic positioning to better support the achievement of sustained 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 CO has realized synergies between its three mandates (normative, coordination and operations);

7. Assess the extent to which the GSPS project's objectives are consistent with and relevant to the priorities and policies of the donor and relevant to the needs of the target group. Assess effectiveness and efficiency in realizing project objectives;

8. Provide actionable recommendations with respect to the development of the next UN Women CO 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 Human Rights and Gender Equality as an additional criterion. The evaluation will seek to answer the following key evaluation questions and sub-questions:

Key Criteria	Key Questions	Sub Criteria	Sub Questions
Relevance	Are we doing the right things?	Alignment	Is the portfolio aligned with national policies and international human rights norms?
		Human Rights and Gender Equality	Is the choice of interventions most relevant to the situation in the target thematic areas? Do interventions contribute to target the underlying causes of gender inequality? Is the choice of partners most relevant to the situation of women and marginalized groups?
Efficiency	Are we doing things right?	Organizational Efficiency	To what extent does the management structure support efficiency for implementation? Does the Country Office have access to the necessary skills, knowledge and capacities needed to deliver to portfolio? Has a Results Based Management system been established and implemented? Relative investment and funding sources across the different impact areas/mandates?
		Coherence	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? What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners? Relevance?

		Human Rights and Gender Equality	Which groups is the portfolio reaching the most, and are any underserved? Has the portfolio been implemented according to human rights and development effectiveness principles: a. Participation/empowerment; b. Inclusion/non-discrimination; c. National accountability/ transparency.
Effectiveness	Are the things we are doing working?	Achievements	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? What has been the contribution of UN Women's to the progress of the achievement of outcomes? What are the main enabling and hindering factors of observed outcomes?
		Human Rights and Gender Equality	Is the portfolio addressing the root causes of gender inequality? To what extent is the portfolio changing the dynamics of power in relationships between different groups? Imp act?
		UN Coordination	What contribution is UN Women making to UN coordination on GEEW? To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF? UNiTE
		Normative	To what extent have lessons learned been shared with or informed global normative work and other country offices? To what extend experiences have been exchanged? What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?
Sustainability	Will the changes last?	Capacity development	To what extent was capacity developed in order to ensure sustainability of efforts and benefits?
		Ownership	Is there national ownership and are there national champions for different parts of the portfolio? What local accountability and oversight systems have been established?

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 encouraged 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:

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 (disaggregation of data), for example, through the use of graphs or illustrative quotes (that do not allow for identification of the individual);
5. Integrating into the analysis the context, relationships, power dynamics, etc.;
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 (using case studies to illustrate broader findings or to go into more depth on an issue);
10. Comparing the results obtained with the original plan (e.g., through the application of the evaluation matrix);
11. 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 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 2015-2017. The CPE will focus on all activities undertaken by the CO under the Strategic Note, including general support to normative policy and UN coordination. Programme work will be considered in relation to the thematic areas established by the UN Women Strategic Plan 2014-2017. The strategically important, multi-stakeholder GSPS programme will be prioritized and paid special attention to amongst the different initiatives. The evaluation team is expected to allocate appropriate resources to this assessment and feature in the evaluation report a particular chapter on the GSPS.

All seven provinces and Bishkek and Osh cities covered by the CO in the Strategic Note 2015-2017 will be included in the evaluation of normative, coordination and programming work. As majority of the CO project work takes place in the regions, including remote municipalities, the evaluators are expected to visit several sites during the field mission to Kyrgyzstan.

The evaluation will not consider impact (as defined by UNEG) as it is considered too premature to assess this. The evaluation team are expected to establish the boundaries for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. These will need to be discussed in the Inception Workshop.

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 evaluation is expected to consider the main cultural, religious, social and economic differences when analysing the contributions of UN Women.

The evaluation is recommended to apply the Women's Empowerment Framework (developed by Sara Hlupekile Longwe)[6] 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[7].

The evaluation team is expected to undertake a rapid evaluability assessment in the Inception. 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.

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[6] http://awidme.pbworks.com/w/page/36322701/Women%27s Empowerment Framework#_ftn1

[7] 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

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

Data	Availability
Baseline data	Medium
Activity reports	High
Output results monitoring	High
Outcome results monitoring	High
Financial records	High
Management reports	High
Communications products	Medium

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.

Furthermore, the evaluation is expected to be informed by the centralized and de-centralized evaluations undertaken during the strategic note period, namely UN Women contribution to the United Nations system coordination (2016), UN Women´s Contribution to UN Coordination on GEEW in ECA (2016), UN Women contribution to GRB initiatives in the ECA Region, and Final Evaluation of PBF project "Building a Constituency for Peace" (2016).

VI. Evaluation design (process and methods)

The evaluation will use a theory-based[8] cluster design[9]. The performance of the country portfolio will be assessed according to the theory of change stated in the Strategic Note 2015-2017. To achieve sufficient depth, the evaluation will cluster programming, coordination, and policy activities of the Country Office around the thematic areas stated in the UN Women Strategic Plan 2015-2017.

The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework (see Annex [X]) and the Organizational Effectiveness and Efficiency Framework (see Annex [X]) of the Country Office. This will cover all activities undertaken by the Country Office.

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

1. Desk review of additional documentary evidence;
2. Consultation with all main stake holding groups; and
3. An independent assessment of development effectiveness using Contribution Analysis.

The evaluation is expected to apply a **gender responsive** approach to assessing the contribution of UN Women to development effectiveness. It should identify expected and unexpected changes in target and affected groups. It is anticipated that the evaluation will

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[8]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.

[9]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.

apply process tracing to identify the mechanisms of change and the probable contributions of UN Women.

The evaluation is expected to assess the strategic position of UN Women. It is anticipated that mixed qualitative/quantitative cases of different target groups will be developed, compared and contrasted. 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. The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed.

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

- Interviews;
- Secondary document analysis;
- Observation;
- Multimedia (photography, drawing);
- Others.

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 encourage 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 country portfolio. This will use a model template to be provided to the evaluation team.

The evaluation will include a basic analysis of risks in the 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 the Strategic Plan Goals[10]. The main interventions undertaken by the Country Office have been mapped into a sample frame for the evaluation:

Work Cluster	Projects and Activities
Economic Empowerment	Acceleration of Rural Women Economic Empowerment (ARWEE)
Ending Violence	Building the evidence base to facilitate responsive gender policy and programs for equality and lasting peace in Kyrgyzstan (GSPS)
	UNiTE movement
Women, Peace and Security	Promoting Gender Justice and Empowerment of Young Women in Kyrgyzstan
	Building a Constituency for Peace (BCP)
	Livelihoods through Participation and Equal Access to Water
National Planning and Budgeting	Increasing accountability in financing for gender equality
UN Coordination	Member of the UNCT
	Member of the National Council on GE
	Lead of UNCT Gender Theme Group (GTG)
	Lead of UNiTE movement
	Member of UNDAF Results Groups, technical and financial support to a gender-responsive CCA
	Periodically convene the Extended GTG which includes other development partners
	Member of the Youth Theme Group, Communications Group, Disaster Risk Coordination and UN SUN group - Scaling Up Nutrition
Normative Support	Support the state substantively and logistically in drafting strategies and national Action Plans to follow-up on recommendations from the Commission on the Status of Women, CEDAW, the Beijing Platform for Action UPR, and assist in their implementation.
	Support the state in preparing the GE NAP and the NAP1325
	Support the state and the national gender mechanism to lead key national level processes with a focus on localization of SDGs
	Technical and facilitation support to strengthen the national 'gender machinery' to coordinate and monitor implementation of GE commitments
	Technical support and advocacy to Parliament on improving GE legislation

The evaluation is expected to apply a purposive sampling design based on the following minimum standards:

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[10]It is envisioned that this will include specifically GSPS project

1. One or two projects per thematic cluster of operational work (as stated above the selected projects will include the GSPS project);
2. The most strategically important thematic interventions to the CO:
   a. Relevance of the subject. Is the project 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 project. 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)?
3. 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 detail how the evaluation will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives:

1. Design (inception phase);

2. Consultation of stakeholders;

3. Stakeholders as data collectors;

4. Interpretation;

5. Reporting and use.

Stakeholders should include:

1. Target groups, their households and community members;

2. Programme and project partners;

3. National government institutions;

4. Internal UN Women stakeholders;

5. Civil society representatives;

6. Private sector and trade unions representatives;

7. Political leaders and representatives;

8. Donors and development partners;

9. UN Country Team;

10. Others.

The evaluators are encouraged 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 (preliminary estimations), with the Inception Phase commencing in March 2017.

Task	Time frame	Responsible party
Inception workshop	27-30 March	Evaluators/UN Women CO
Inception report and ERG and EMG comments	Submission 1 weeks after the virtual inception workshop (1 week for commenting) by mid-April 2017	Evaluators ERG, EMG
In depth desk review/virtual interviews	Mid-April to Mid-May	Evaluators
In country data collection	2 weeks - (22 May to 2 June)	Evaluators
Reporting stage (analysis and presentation of preliminary findings)	3 weeks (post final data collection) - by 4th week of June	Evaluators
Evaluation Reference Group and Evaluation Management Group Comments	2 weeks - Mid-July	ERG and EMG
Final Report	1 week (end of July[11])	Evaluators

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[11]If needed final validation might be extended depending on availability to EMR and ERG to submit final comments to the evaluators

Use and follow-up[12]	*6 weeks post final report*	*UN Women RO in consultation with key stakeholders*
TOTAL	**20 weeks**	

The evaluators are expected to design and facilitate the following events:

1. Inception workshop with the EMG and the ERG (including refining evaluation uses, the evaluation framework, stakeholder map, and theories of change);
2. In-country participatory data collection mission for UN Women staff and key stakeholders;
3. Findings, validation and participatory recommendations session.

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.

Deliverable	Time frame for submission	Person responsible
Inception report Word format (including 1 rounds of revision)	Mid-June 2017	Evaluator (EMG and ERG feedback)
Draft report Word format (including 2 rounds of revision)	End June to mid July 2017	Evaluator (EMG and ERG feedback)
Final report	End of July 2017	Evaluator (EMG and ERG feedback)
Management Response	11 September 2017	Kyrgyzstan CO Director / ECA RO

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.

LAYOUT OF THE EVALUATION REPORT:

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[13]: relevance, effectiveness (normative, coordination, operational), efficiency, sustainability, and gender and human rights;

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[12]UN Women is responsible to ensure follow up and use with key stakeholders. This is not included as part of responsibilities of independent evaluators

8) Conclusions;

9) Recommendations;

10) Lessons and innovations.

ANNEXES TO BE INCLUDED IN THE EVALUATION REPORT:

• 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 include:

☐ 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.

This terms of reference covers stages 3 and 4 only.

The management structure for this evaluation will include:

1. ECA Regional Evaluation Specialist (RES) will be the evaluation task manager for this evaluation and will be supported by the UN Women Kyrgyzstan CO M&E Focal Point during the evaluation process.
2. Evaluation Management Group for administrative support and accountability will include: Country Representative, M&E Focal Point; ECA RES (who will lead the group);
3. Evaluation Reference Group for substantive technical support: UN Women Kyrgyzstan CO programme staff; UN Women Governance and Peace and Security Advisor for ECA Region; UN Women Economic Empowerment Advisor for ECA Region; state partners; development partners (including donors); representative of the UNCT, from PBSO, IOM and UNFPA for the GSPS component, and from civil society.

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

Evaluation team	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;
	2. Evaluators must have no vested interest and must have the full

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[13]This section will include a particular chapter on GSPS project

		freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner;
	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.
Evaluation manager	1.	Conducts a preliminary assessment of the quality of reports and comments for action by the evaluation team;
	2.	Provides substantive comments on the conceptual and methodological approach and other aspects of the evaluation design;
	3.	Manages logistics for the field mission;
	4.	Initiates timely payment of the evaluation team;
	5.	Coordinates feedback on the draft and final report from the regional evaluation specialist, management and reference groups;
	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.
Evaluation management and reference groups (including the regional evaluation specialist)	1.	Provide substantive comments and other operational assistance throughout the preparation of reports;
	2.	Where appropriate, participates in meetings and workshops with other key partners and stakeholders before finalization of reports.

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 two qualified individuals to undertake the evaluation.

The evaluation team consists of two evaluators: an International Team Leader and a National Team Member, to be recruited by the UN Women ECA Regional Office based on this TOR.

The estimated number of person-days required for the evaluation is 40 days for the international team leader and 30 days for the national evaluator with breakdown as follows:

International Evaluation Team Leader

- Initial data collection, inception workshop and preparation of inception report: 11 days;

- In country data collection: 10 days;

- Remote data collection (Skype follow up interviews): 4 days;

- Preparation of draft report: 12 days;

- Preparation of final report: 8 days.

National Evaluation Expert

- Initial data collection, inception workshop and preparation of inception report: 11 days;

- In country data collection: 10 days;

- Support to data analysis: 5 days;

- Preparation of draft report: 2 days;

- Inputs to final report: 2 days.

An interpreter/translator will be used from the existing LTA agreement on such services for the inception consultations, data collection during the field mission and translation of final report, as needed.

The National Consultant must possess the following qualifications:

Education:

- University degree in sociology, international development, social sciences, or another related area

Experience:

- Minimum 5 years of professional experience on issues of inclusive and sustainable development including knowledge on GEEW issues, plus substantive involvement with several evaluation processes

- Technical knowledge in monitoring and evaluation

- Experience with human-rights based approaches required, experience with gender analysis a strong asset

- Experience with issues relating to Women, Peace and Security or peacebuilding a strong asset

- Process management skills, including facilitation and communication skills with stakeholders
- Data analysis skills

Language:

- Fluent in English, Russian and Kyrgyz both written and spoken

Both Consultants should have proven commitment to the core values of the United Nations, in particular respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other**.**

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, stake- holders 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 evaluators are 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(s) have 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.

Annex B: Stakeholders Consulted

Category	Male	Female	Total
Government			
Ministry of Labour and Social Development	1	1	2
Ministry of Agriculture		1	1
State Commission on Religious Affairs	1		1
National Statistical Commission	1	3	4
Ombudsman		1	1
Local Self Government			
Head of Municipality, Halmion	1	1	2
Head of District Administration, Pulgon/Kadamjai	1		1
Head of Zhooshsky Aiyl Aimak	1		1
Head of Baizak Aiyl Aimak	1		1
Head of Jumgal Rayon Administration	1		1
Head of Jumgal Aiyl Aimak	1		1
Parliamentarians			
Parliament Forum of Women MPs		3	3
Civil Society Organisations			
UNiTE Network Members (in Bishkek)	2	7	8
UniTE Network Members (in Osh)	1	5	6
Members of organisations representing marginalized communities		3	3
Donors/Development Partners			
USAID		1	1
Embassy of Switzerland	1	1	2
EU Delegation to the Kyrgyz Republic	1	1	2
Government of Finland		1	1
Community-level Beneficaries and Control Groups			
Beneficiaries in Khalimion, Mamajan, Baizak and Jumgal	17	51	68
Family Members (husbands) of Beneficiaries	25		25
Control Groups (community members not involved in the programme intervention)	12	16	28
Academia/GSPS Researchers			
GSPS Youth researchers		3	3
GSPS QSC	1	2	3
GSPS Field Researchers	5	6	12
UN Partners (UNCT and Rome-based Agencies)			
UN Resident Coordinator	1		1
WFP		1	1
FAO	3		3
UNDP		3	3
UNFPA	1	1	2
IOM		1	1
UNICEF		1	1

ARWEE Global Programme Coordinator		1	1
IFAD		1	1
Implementing Partners			
Centre for Gender Studies			
Community Development Alliance			
Y-Peer	3	5	8
NSC Project Coordinator		1	1
NSC Regional Coordinators			
UN Women			
Advisor on Women, Peace and Security, UN Women Regiona Office for the Europe and Central Asia Region		1	1
UN Women Country Office	2	12	14
UN Women former CO staff		1	1
UN Women former project staff		1	1

Annex C: Evaluation Sample Frame

Work Cluster	Projects and Activities	Geographic Area
Economic Empowerment	Acceleration of Rural Women Economic Empowerment (ARWEE)	Chui, Naryn, Osh, Jalal-Abad and Batken provinces
Ending Violence	Building the evidence base to facilitate responsive gender policy and programs for equality and lasting peace in Kyrgyzstan (GSPS) UNiTE movement	Country-wide
Women, Peace and Security	Promoting Gender Justice and Empowerment of Young Women in Kyrgyzstan Building a Constituency for Peace (BCP)[14] Livelihoods through Participation and Equal Access to Water	Operates in all seven administrative regions and 2 cities, with emphasis on Batken, Chui, Osh, and the capital (Bishkek)
National Planning and Budgeting	Increasing accountability in financing for gender equality	Country-wide
UN Coordination	Member of the UNCT Lead of UNCT Gender Theme Group (GTG) Lead of UNiTE movement Member of UNDAF Results Groups, technical and financial support to a gender-responsive CCA Periodically convene the Extended GTG which includes other development partners Member of the Youth Theme Group, Communications Group, Disaster Risk Coordination and UN SUN group - Scaling Up Nutrition	Bishkek
Normative Support	Support the state substantively and logistically in drafting strategies and national Action Plans to follow-up on recommendations from the Commission on the Status of Women, CEDAW, the Beijing Platform for Action UPR, and assist in their implementation Support the state in preparing the GE NAP and the NAP1325 Support the state and the national gender mechanism to lead key national level processes with a focus on localization of SDGs Technical and facilitation support to strengthen the national 'gender machinery' to coordinate and monitor implementation of GE commitments Member of the National Council on GE Technical support and advocacy to Parliament on improving GE	Bishkek

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[14] The BCP project was not included within the field data collection process as it was part of a previous evaluation.

	legislation	

Annex D: Key Documents Consulted

Strategic Documents

1. UN Women 2014-2017 Strategic Plan
2. 2015-2017 UN Women Kyrgyzstan Strategic Note
3. UN Women Kyrgyzstan Annual Work Plans (2015, 2016, 2017)
4. UN Women Kyrgyzstan Annual Reports (2015, 2016)
5. UN Women Kyrgyzstan Annual Work Plan Monitoring Reports (2015, 2016)

Programme Documents

6. Project Document, Promoting Gender Justice and Empowerment of Young Women, Final Report to the European Union
7. Promoting Gender Justice and Empowerment of Young Women, Final Report to the European Union, July 2013 – July 2015
8. Financial Report, Promoting Gender Justice and Empowerment of Young Women, Final Report to the European Union, 2016
9. Project Document, Building a Constituency for Peace
10. End of Project Report, Building a Constituency for Peace, 2016
11. Project Document, Building the evidence base to facilitate responsive gender policy and programs for equality and lasting peace in Kyrgyzstan
12. Annual and Monitoring Reports, Building the evidence base to facilitate responsive gender policy and programs for equality and lasting peace in Kyrgyzstan
13. Project Document, Increasing Accountability in Financing for Gender Equality
14. Log Frame, Increasing Accountability in Financing for Gender Equality
15. Final Narrative Report, Increasing Accountability in Financing for Gender Equality
16. Project Document, Acceleration of Rural Women Economic Empowerment (ARWEE) programme
17. Annual and Monitoring Reports, ARWEE programme
18. Performance Monitoring Matrix for Principal Outcomes and Key Outputs of the Joint Programme and the Multi-Partner Trust Fund on ARWEE programme
19. Minutes of Partner Coordination Meetings, ARWEE programme
20. Project Document, Livelihoods through Participation and Equal Access to Water
21. Inception Report, Livelihoods through Participation and Equal Access to Water
22. Summary of the Project Results, 1 October 2015 – 31 December 2016, Livelihoods through Participation and Equal Access to Water
23. ARWEE Programme Infographic Factsheet, "Rural Women and Girls in Kyrgyzstan"
24. ARWEE Programme Infographic Factsheet, "Key Results"
25. Joint Programme of Rural Women's Economic Empowerment in the Kyrgyz Republic, "Rural women restored social justice by making amendments in the State Social Security Contribution Rates Law"
26. Gender in Perception of Society, National Survey Results
27. GSPS Politics Pillar Report
28. GSPS VAWG Pillar Report
29. GSPS Economics Pillar Report
30. GSPS Draft Report on Migration
31. GSPS Draft Report on Religion
32. Summary GSPS Report by Principal Investigator

Normative Documents

33. Normative Brief, Prepared by Kyrgyzstan Country Office
34. Project Transactional Detail Reports (2015, 2016, 2017)
35. CEDAW National Periodic Report for Kyrgyzstan, 2008

36. CEDAW Concluding Observations Action Plan, 2016
37. CEDAW Concluding Observations on the Fourth Periodic Report of Kyrgyzstan, March 2015
38. Council of NGOs, Alternative Report to the Fourth Periodic Report of the Kyrgyz Republic to the CEDAW Committee, 2014
39. CEDAW List of issues and questions in relation to the fourth periodic report of Kyrgyzstan, 25 July 2014
40. Shadow report Forum of Women's NGOs of Kyrgyzstan to the Fourth Periodic Report of Kyrgyzstan on implementation of CEDAW in Kyrgyzstan, 2013.
41. Joint UNCT submission to the Committee on the Elimination of Discrimination against Women on the occasion of review of Kyrgyzstan's progress towards implementation of the UN Convention on the Elimination of All Forms of Discrimination against Women, June 2014
42. National Action Plan on 1325 (2016-2017)
43. Semi-annual Report, National Action Plan on 1325 (2016-2017)
44. Concept Note: Gender and SDGs Consultation
45. SDG Gender Recommendations
46. Report on Gender Summer School
47. Final Document, National Women's Forum
48. Concluding Document, The Role of Parliament in Achieving Gender Equality in the Context of "Beijing +20", International Conference, 15-16 May 2015
49. Committee on Economic, Social and Cultural Rights, Concluding Observations on the combined second and third periodic reports of Kyrgyzstan, 7 July 2015.
50. Human Rights Committee, Concluding Observations on the second periodic report of Kyrgyzstan, 23 April 2014
51. UN Security Council Resolution 1325 (2000)
52. UN Security Council Resolution 1889 (2009)

Coordination Documents

53. Coordination Brief, Prepared by Kyrgyzstan Country Office
54. Common Country Assessment for the Kyrgyz Republic, September 2016
55. Government of the Kyrgyz Republic and United Nations Development Assistance Framework, 2018-2022
56. United Nations Development Assistance Framework (UNDAF) for the Kyrgyz Republic, 2012-2016
57. United Nations Development Assistance Framework (UNDAF) for the Kyrgyz Republic, 2018-2022
58. UNiTE Campaign Orange Day Action Plan, 25 March 2017
59. UNiTE Strategic Plan, 2016
60. Work Plans for the UN Gender Theme Group Kyrgyzstan
61. UN Women Inputs to UNCT Annual Reports
62. Gender Task Team Work Plan, 2016
63. Action Plans, UN Youth Thematic Group
64. 2017 UNCG Action Plan
65. UNCG Annual Work Plan for 2016
66. Report of the Joint Field Visit on the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN Women and WFP to the Kyrgyz Republic, May 2-7, 2016

OEEF-related Documents

67. Project Transactional Detail Reports for IB, CORE and ExB for 2015, 2016, 2017
68. RBM Training Results: Pre/Post Tests and Evaluations, May 2015
69. Kyrgyzstan CEP Management Structure

Evaluation and Review Reports

70. UN System Coordination on Gender Equality and the Empowerment of Women in Europe and Central Asia (ECA), Final Report, August 2016
71. Mid-term Review of the Strategic Note (2016)
72. Evaluation of UN Women contribution to the United Nations system coordination (2016)

73. Evaluation of UN Women contribution to GRB initiatives in the ECA Region (2016)
74. Final Evaluation of PBF project "Building a Constituency for Peace" (2016)
75. Final Evaluation of the UNDAF for the Kyrgyz Republic, July 2016
76. A Regional Analysis of Gender-Theme Groups and Results Groups on Gender in the Europe and Central Asia Region, prepared by UN Women Europe and Central Asia Regional Office under the framework of ECA Regional Working Group on Gender, August 2016
77. Promoting Gender Justice and Empowerment of Young Women" project, Lessons Learned Review, 2016
78. United Nations Peacebuilding Impact In Kyrgyzstan: A Summary Report, UN Peacebuilding Fund, Kyrgyzstan
79. UN Women Independent Evaluation Office, An Empowered Future: Corporate Evaluation of UN Women's Contribution to Economic Empowerment, 2015.

Background/Context Documents and Resources

80. World Bank Country Data. Kyrgyzstan. http://data.worldbank.org/indicator/NY.GDP.PCAP.KD.ZG?locations=KG
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Annex E: Overview of Stakeholder Engagement Approaches

Stakeholding Group	Stage of Evaluation involvement	Role in evaluation	Method of Involvement in the Evaluation	Potential power dynamics & participation Barriers	Mitigating Strategies to maximise inclusion
Individual Rights Holders (who are the intended and unintended beneficiaries of the intervention					
Rural women	Data collection	Data collector and provider (community leaders selected to facilitate discussions with project beneficiaries)	Community-level FGDs	Potential reluctance of women to participate together with men due to power dynamics/social norms Time/ Availability constraints Child care challenges	Separate FGDs with women Evenings and weekends to be used to maximize participation Women invited to bring children and where possible in communities, evaluation team to visit stakeholders in their homes
Youth/Secondary school students, especially girls	Data collection	Data collector and provider (community leaders selected to facilitate discussions with project beneficiaries)	Community-level FGDs	Potential reluctance of girls to participate together with men due to power dynamics/social norms Time/ Availability constraints	Separate FGDs with girls/boys Evenings and weekends to be used to maximize participation
Marginalised groups (single women, women living with HIV/AIDS, LGBTIQ, persons with disabilities)	Data collection ERG Members: All	Key informant	FGDs (one in Bishkek and others in communities during site visits)	Some potentially reluctant to speak out in front of other CSOs Child care challenges for single women Concerns about	Separate discussion with marginalized groups to create a safe space to participate; individual SIIs to be organized if needed Ethical safeguards to be employed Women invited to bring children and where possible in communities, evaluation

				confidentiality	team to visit stakeholders in their homes
				Time constraints and availability	Evaluation team to reinforce confidentiality and data protection measures taken.
					Evenings and weekends to be used to maximize participation
Rural Men and family members	Data collection	Key informant	Community-level FGDs	Time constraints/ availability	Evenings and weekends to be used to maximize participation
Collective Rights holders					
UNiTE Network	Data Collection	Key informant	FGD Survey	Not all members in Bishkek	SSI with Network members located in site visit areas
					Use of survey to reach all members
Trust Fund NGOs	Data Collection	Key informant	FGD Survey	Not all members in Bishkek	SSI with Network members located in site visit areas
					Use of survey to reach all members
National researchers (GSPS UN Women and NSC teams, Youth research)	Data Collection	Key informant	SSI with GSPS Principle Investigator, key research analysts (UN Women & UNFPA/NSC) FGD with GSPS field researchers (UN Women and UNFPA/NSC) FGD with youth researchers	Potential sensitivities related to GSPS evaluation; questions about relevance of CPE to GSPS evaluation Evaluation fatigue	Pre-discussion with GSPS donor to clarify purpose and approach of evaluation; open approach
Duty Bearers with the authority to make decisions related to the programme interventions					
UN Women CO	All stages	Partner, interpreter and key informant	Semi-structured interviews (SSI) FGD	Potential power dynamics between management and staff that could limit engagement of	Individual interviews

				staff in discussions	
- Ministry for Labour and Social Development - Gender Policy Department - Ministry of Agriculture - Ministry of Economy - State Agency for Local Self Government and Inter-Ethnic Relations - Ministry of Foreign Affairs	Data Collection (for all) Ministries on ERG: All stages	Key Informant Ministries on ERG: Evaluation partner & interpreter	ALL: SSI ALL: Survey ERG	Time-constraints; position and influence of the gender machinery vis-à-vis other line ministries	Individual interviews; Limit number of interview questions and schedule interviews well in advance. Explain purpose and importance of evaluation.
Duty Bearers with direct responsibility for the programme interventions					
- Ministry for Labour and Social Development - Research Centre of State Agency on Support of LSG - State Commission on Religious Affairs - Ministry of Education - National Council on Gender Equality - Local Self-Governments/District Administrations - National Statistics Committee - President's Office	Data Collection (for all) Ministries on ERG: All stages Local self-government/ district administration to be interviewed during site visits.	Key Informant ERG members: Evaluation partner & interpreter Survey	ALL: SSI ALL: Survey ERG	Time-constraints; position and influence of the gender machinery vis-à-vis other line ministries	Individual interviews; Limit number of interview questions and schedule interviews well in advance. Explain purpose and importance of evaluation.
Parliament/Forum of Women MPs	Data collection MP on ERG: All stages	Key informant Survey	SII; Survey; ERG	Time constraints	Limit number of interview questions and schedule interviews well in advance. Explain purpose and importance of evaluation.
Office of the Ombudsman	All stages (ERG member)	Evaluation partner & interpreter Key informant	SII; ERG; Survey	Time constraints	Limit number of interview questions and schedule interviews well in advance. Explain purpose and importance of evaluation.
UN partners: FAO, IFAD, IOM, UNFPA, WFP	Data Collection (for all) Ministries on ERG: All	Key Informant ERG members: Evaluation	SII; Survey; ERG	Time constraints	Limit number of interview questions

stages		partner & interpreter			
Implementing partners *(see Stakeholder Analysis for full list)*	Data Collection (for all) IPs on ERG: All stages	Key Informant ERG members: Evaluation partner & interpreter	SII; Survey; ERG	Potential sensitivities related to GSPS evaluation; questions about relevance of CPE to GSPS evaluation Evaluation fatigue	Pre-discussion with IPs involved in GSPS to clarify purpose and approach of evaluation; open approach
Donors *(see Stakeholder Analysis for full list)*	Data Collection (for all) Donors on ERG: All stages	Key Informant ERG members: Evaluation partner & interpreter	FGD Donors not in Bishkek (SSI via Skype) Survey	Questions arising from past GSPS evaluation	Pre-discussion with UN Peacebuilding Fund (before finalization of inception report)
Other interest groups not directly participating in the intervention but have strategic technical inputs into the SN					
UN Resident Coordinator	Data collection	Key informant	SSI	Time constraints	Limit number of evaluation questions
Gender Team Group	Data Collection	Key informant	FGD	Time constraints	Limit time to 1.5 hours
UNCT *(see Stakeholder Analysis for full list)*	Data Collection UN agencies on ERG: All stages	Key informant	FGD	Time constraints	Limit time to 1.5 hours
Extended Gender Team Group *(see Stakeholder Analysis for full list)*	Data Collection UN agencies on ERG: All stages	Key informant	FGD	Time constraints	Limit time to 1.5 hours
Civil Society Advisory Group	Data collection	Key informant	Survey	Members based through country	Use of survey to reach all members

Annex E: Evaluation Reference and Management Group Members

Evaluation Management Board

The Evaluation Management Group composition includes the following members: **Formed and coordinated by:**
Isabel Suarez, UN Women ECA Regional Evaluation Specialist

Members:

- **Gerald Gunter, UN Women Kyrgyzstan Country Representative**
- **Nurgul Asylbekova, UN Women Kyrgyzstan CO National Programme Officer**
- **Vilja Liikanen, UN Women Kyrgyzstan CO M&E Focal Point**
- **Isabel Suarez UN Women ECA Regional Evaluation Specialist**

Evaluation Reference Group

The Evaluation Reference Group composition includes the following members: **Formed and coordinated by:**
Vilja Liikanen, UN Women Kyrgyzstan CO M&E Focal Point

Members:

#	Name	Position/Area of Expertise	Institution
Civil Society			
1.	Gulsara Alieva	Expert on WPS; one of the authors of NAP 1325; former gender focal point at Ministry of Interior	Independent Expert
2.	Rimma Sultanova	CEDAW reporting; Beijing Platform for Action	Women Support Center
3.	Zulfiya Kochorbaeva	SDGs; National gender-responsive planning and budgeting; PBF Joint Steering Committee	ACT
4.	Munara Beknazarova	VAWG	Open Line
5.	Argen Shergazy uulu	MSPS peer educator	N/A
UN Women Responsible Parties			
6.	Janyl Abdyldabek kyzy	Team Leader ARWEE	Centre for Gender Studies
7.	Asel Kuttubaeva	Project Manager ARWEE	CDA
8.	Meerim Azimjanova	Project Manager 'Livelihoods through participation and equal access to water' Project	RAS JA
Government and State Agencies			

9.	Roza Bekmatova	Head of Gender Policy Department	Ministry for Labour and Social Development
10.	Elena Taranova	Gender Focal Point	Ministry of Agriculture
11.	Almash Altymysheva	Second Secretary of the Department of International Organizations and Security; Gender Focal Point	Ministry of Foreign Affairs
12.	Nadia Yusupova	Expert at the Department on Ethnic, Religious Policies and Civil Society Relations; PBF Joint Steering Committee member	President Office
13.	Mahabat Turdumamatova	Head of Gender Department	Ombudsman's Office
Parliament			
14.	Ainuru Altybaeva	Member of the Parliament	Parliament
UN Agencies			
15.	Bermet Moldobaeva	National Programme Coordinator, OiC Chief of Mission	IOM
16.	Meder Omurzakov	Assistant Representative	UNFPA
17.	Elmira Shishkaraeva	Country Programme Gender Coordinator	UNDP
18.	Gulfia Abdullaeva	Gender Focal Point	FAO
Donors and Development Partners			
19.	Olivia Gruznova	Programme assistant	FinWaterWEI II in Kyrgyzstan
20.	Elena Zakirova	National Program Officer	Embassy of Switzerland in Kyrgyz Republic
UN Women			

UN Women Kyrgyzstan Country Office
UN Women Regional Office

Annex G: Evaluation Matrix

#	Evaluation Sub-Questions Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling
**RELEVANCE** **Key Question: Are we doing the right things?**
**Sub Criteria Alignment**
1	To what extent is the portfolio aligned with national policies and international human rights norms?	% of respondents who report correlation of CO interventions with national priorities and policies. Degree to which interventions support CEDAW COBs and recommendations of other human rights treaty bodies	Document Analysis Survey	CO, government partners, CSOs, UNCT, donors, joint UN programme partners
**Sub Criteria: Human Rights and Gender Equality**
2	To what extent do interventions contribute to target the underlying causes of gender inequality?	Evidence of programme results addressing causes of inequality set out in CCA, CEDAW COB and SN	Document Analysis Social Inquiry (SII and FGD) Theory of Change analysis CORT summit workshop	CO, CSOs, donors, project beneficiaries and implementing partners
3	Is the choice of partners most relevant to the situation of women and marginalized groups?	Extent to which CO interventions take into account/address the identified needs of women, including marginalized groups % of programme beneficiaries who are from marginalized groups	Document Analysis Social Inquiry (SII and FGD)	CO, CSOs, implementing partners, beneficiaries and community members, UN joint programme partners
**EFFICIENCY** **Key Question: Are we doing things right?**
**Sub Criteria: Organisational Efficiency**
4	To what extent does the management structure support efficiency for implementation?	Adequacy of COs organizational assets, structures capabilities (in terms of financial and human resources) Effectiveness of COs internal	Document Analysis Social Inquiry (SII)	CO, implementing partners

#	Evaluation Sub-Questions Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling
		coordination/communication (vertical/horizontal) mechanisms		
5	To what degree does the Country Office have access to the necessary skills, knowledge and capacities needed to deliver to portfolio?	% of respondents who view CO as having strong expertise in GEEW (including WEE, WPS, EVAW and national planning and governance) Quality of contracted gender experts Degree to which CO human resources align with its SN priority areas	Document Analysis Social Inquiry (SII, FGD) Survey	CO, implementing partners, UNCT, CSOs
6	To what extent was a Results Based Management system established and implemented?	Extent to which project monitoring and reporting is results-based Ability of project staff to effectively measure and monitor progress (using baseline data) Extent to which monitoring data is updated, collected and used to assess progress Degree of donor satisfaction with ability of project management to produce results-based reports	Document Analysis Social Inquiry (SII)	CO, implementing partners, donors
7	What has been the relative investment and funding sources across the different impact areas/mandates?	Level of relationship between inputs and results of the project	Document Analysis Social Inquiry (SII)	CO
		Sub Criteria: Coherence		
8	To what extent are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?	The extent of project resource leveraged with resources of other projects? Level of partnership with other agencies	Document Analysis Social Inquiry (SII, FGD)	CO, UNCT, GTG, Extended GTG, donors
9	Is the balance and coherence between	Extent to which COs interventions are	Document Analysis	CO, UNCT

#	Evaluation Sub-Questions Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling
	programming- operational, coordination and policy-normative work optimal?	balanced across its mandate areas	Social Inquiry (SII)	
10	What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners?	Identified comparative advantages of CO in specific areas	Document Analysis Social Inquiry (SII and FGD) SWOT Analysis Survey	CO, UNCT, GTG, Extended GTG, CSOs, donors, government partners
	Sub Criteria: Human Rights and Gender Equality			
11	To what extent did the allocation of resources to targeted groups take into account the need to prioritise those most marginalised?	% of resources that address marginalised groups	Document Analysis Social Inquiry (SII)	CO, joint UN programme partners, implementing partners
12	To what degree were adequate resources provided for integrating human rights and gender equality in the interventions?	Evidence that resources allowed for effective integration of human rights and gender in interventions	Document Analysis Social Inquiry (SII)	CO, joint UN programme partners, implementing partners
	EFFECTIVENESS **Key Question: Are the things we are doing working?**			
	Sub Criterion: Achievements			
7	To what extent have planned outputs been achieved on time?	Degree to which project results and activities were implemented within the specified project timeline	Document Analysis Social Inquiry (SSI)	CO, implementing partners, joint programme partners
9	Are interventions contributing to the expected outcomes? For who?	Extent to which interventions are aligned with TOC/intended results? Evidence of contributions to the different levels of the TOC	TOC Mapping Document Analysis Social Inquiry (SSI, FGD) CORT Summit Workshop	CO, implementing partners, joint programme partners, beneficiaries
10	What unexpected outcomes (positive and negative) have been achieved? For who?	Evidence of unexpected outcomes disaggregated by beneficiary/target group	Document Analysis Social Inquiry (ISSI, FGD) Most Significant Change stories	CO, implementing partners, joint programme partners, beneficiaries
11	What has been the contribution of UN Women's to the progress of the achievement of outcomes? What are the main enabling and	Evidence of progress towards outcomes	Document Analysis Social Inquiry (KII/FGD)	CO, implementing partners, joint programme partners,

#	Evaluation Sub-Questions Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling
	hindering factors of observed outcomes?			beneficiaries
12	To what extent are there opportunities for up-scaling good practices and innovative approaches?	Degree to which there is interest and demand for extending/scaling up interventions Evidence of innovation in programme interventions	Documentation Analysis Social Inquiry (SII, FGD)	CO, implementing partners, joint programme partners, beneficiaries, donors
	Human Rights and Gender Equality			
13	What evidence exists to support claims that the CO's country portfolio is contributing to gender equality and supporting the advancement of women's rights?	Degree to which gender equality related laws, policies and programmes are developed/strengthened and implemented Extent to which CEDAW COBs are addressed Degree to which rights holders are demanding and accessing rights	Documentation Analysis Social Inquiry (SII, FGD) CORT summit workshop	CO, implementing partners, beneficiaries, government, CSOs
14	To what extent do interventions contribute to addressing the underlying and root causes of gender inequality?	Evidence that research, studies and data have been collected, analyzed and reflected in CO's approach to addressing thematic programme areas Extent to which CO's interventions take into account/address the identified needs of target populations (i.e. disadvantaged/excluded groups) Extent to which interventions address problems (set out in ToC) Availability of evidence validating levels of TOC	Documentation Analysis Social Inquiry (SII, FGD)	CO, implementing partners, beneficiaries, government, CSOs
	Sub Criterion: UN Coordination			
15	What contribution is UN Women making to UN coordination on GEEW?	Extent to which the GTG and Extended GTG are regarded as effective bodies; evidence of results from work Number of, and effectiveness of, joint programmes Evidence of CO support for SWAP	Documentation Analysis Social Inquiry (SII, FGD)	CO, UNCT, GTG, Extended GTG

#	Evaluation Sub-Questions Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling
16	To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?	Evidence of CO influence in UNDAF development and evaluation Extent to which gender is reflected in UNDAF (degree of gender integration in new UNDAF compared with previous UNDAF)	Documentation Analysis (UNDAF and evaluation report) Social Inquiry (SII, FGD)	CO, UNCT, GTG, Extended GTG
	Sub Criterion: Normative			
17	To what extent have experiences and lessons learned been shared with or informed global normative work and other country offices?	Number of knowledge products produced Evidence of sharing/disseminating knowledge and lessons learned through programming work	Documentation Analysis Social Inquiry (SII, FGD)	CO, UN joint programme partners
18	What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?	Evidence that CO interventions have supported the implementation of CEDAW COBs and other relevant international commitments	Documentation Analysis Social Inquiry (SII, FGD)	CO, gender machinery, MFA, CSOs
	SUSTAINABILITY **Key Question: Will the changes last?**			
	Sub Criterion: Capacity Development			
19	To what extent was capacity developed in order to ensure sustainability of efforts and benefits?	Evidence of capacity development (changes in knowledge/behaviours/skills) of target groups Evidence of knowledge/skills being applied	Document Analysis Social Inquiry (SII, FGD)	CO, implementing partners, government and CSO partners, beneficiaries of CO capacity development support
20	How have interventions supported the capacity development of targeted rights holders (to demand) and duty bearers (to fulfill) rights?	Evidence of new or strengthened policies, strategies, laws, services and budget allocations influence by CO support Evidence of rights holders articulating their priorities and needs; accessing services; and contributing to national/local planning and development	Documentation Analysis Social Inquiry (SII, FGD)	CO, implementing partners, government, CSOs, beneficiaries, marginalized groups, MPs
	Sub Criterion: Ownership			

#	Evaluation Sub-Questions Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling
21	To what extent is there national ownership and are there national champions for different parts of the portfolio?	Evidence of ownership for programme results by programme partners Number of national champions created through interventions Likelihood of interventions continuing without CO (technical and financial) support	Documentation Analysis Social Inquiry (SII, FGD)	CO, government, CSOs, MPs, women and men from communities where programmes were implemented
22	What local accountability and oversight systems have been established?	Evidence of accountability and oversight systems	Documentation Analysis Social Inquiry (SII, FGD)	CO, government, MPs, CSOs
	Sub Criterion: Human Rights and Gender Equality			
23	To what extent have interventions helped to develop an enabling environment for real change on Human Rights and Gender Equality?	Implementation and realization of CEDAW principles: non-discrimination, substantive equality, participation, and transformation of relations	Documentation Analysis Social Inquiry (SII, FGD) CORT Summit Workshop	CO, implementing partners, CSOs, government
	HUMAN RIGHTS AND GENDER EQUALITY **Key Question: Are we advancing Human Rights and Gender Equality?**			
24	To what extent did the Theory of Change and results framework of the intervention integrate Human Rights and Gender Equality?	Extent to which interventions address problems (set out in ToC)	Documentation Analysis Social Inquiry (SII, FGD) CORT summit workshop	CO, ERG
25	To what extent was a human rights based approach and a gender mainstreaming strategy incorporated in the design and implementation of the intervention?	Extent to which the design and implementation of programme interventions was informed by a comprehensive human rights and gender analysis Level of active involvement of beneficiaries/partners in programme design and decision making	Documentation Analysis Social Inquiry (SII, FGD)	CO, UN joint programme partners, implementing partners
26	To what extent has the portfolio been implemented according to human rights and development effectiveness principles:	Evidence of human rights and development effectiveness principles in programme design and implementation	Document Analysis Social Inquiry (SII and FGD) CORT summit workshop	CO, implementing partners, donors, government partners,

#	Evaluation Sub-Questions Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling
	a. Participation/empowerment; b. Inclusion/non-discrimination; c. National accountability/ transparency.			beneficiaries
27	Which groups is the portfolio reaching the most, and are any underserved?	% of programme beneficiaries disaggregated by target group Extent to which groups are not addressed through interventions	Document Analysis Social Inquiry (SII and FGD)	CO, UNCT GTG, CSOs, beneficiaries, representatives of marginalized groups

Annex H: Contribution Analysis Table

Intended Outcomes	Changes found by the evaluation	Link to UN Women performance story	Other contributing factors	Plausible contribution of UN Women to this change	Data Sources
Empowered rural women in selected areas enhance sustainable livelihoods and participate in local processes of community development	Income opportunities and food security has increased for rural women (1,712 women are engaged in productive agriculture with additional income of 488 USD and there has been a 63% reduction in the share of households with 'poor' or 'borderline' Food Consumption score and Dietary Diversity has increased from 6 to 7 food items). Women have also increased their leadership and participation in decision-making at the household and community level (with evidence of transformative results in terms of shifts in power relations between women and men) and 32 out of 93 women trained through the programme have been elected as members of local councils and 15 gender-responsive local development strategies were developed for 2017-2030. Some policy advances were also achieved as a result of rural women's advocacy efforts and gender analysis of agricultural strategies was also conducted.	UN Women has coordinated the joint programme; contributed significant gender expertise throughout the programme design and supported the implementation partners throughout all phased of the programme.	The efforts of FAO, WFP and IFAD (as joint programme partners) and the high expertise and capacity of the implementing partner

The use of the GALS methodology by IFAD was supported by UN Women through its implementing partner CDA which acted as the service provider for the GALS process. | **High** (in partnership with joint programme agencies) | UNW CO annual reports; ARWEE progress reports; FGDs with programme beneficiaries and community members not involved in the programme; interviews with joint programme partners and CO staff |
| Society and the majority of individuals view violence against women and girls as unacceptable and | The legislative framework for addressing violence against women and girls has been strengthened through the amended Law on Protection and Prevention from Domestic Violence. Public awareness about VAW has | UN Women provided technical input to support amendments to the Law on Domestic Violence | Engagement and advocacy by other UNCT partners, in particular UNDP; | **High** (in contribution with other partners) | FGD with UNiTE members; interviews with UNCT partners and UN Women CO staff; UN Women CO annual |

shameful behaviour	been raised as a result of numerous events and campaigns, particularly those led by the UNiTE network which targeted 50% of the population. There is increased evidence about the perceptions and threats to gender equality and an increased cadre of statisticians within the government and researchers within academia with increased capacity to conduct gender-sensitive research.		advocacy efforts of parliamentarians and civil society		reports; GSPS progress reports
Gender equality advocates and civil society networks influence national and local peacebuilding, recovery and post-conflict development plans to meet human rights standards	More than 16,000 school students have increased interest and skills in conflict prevention and are serving as gender champions in their schools and communities. Local Self-Governments and Water User Associations have increased capacity to provide equal access to resources and enhanced services to communities, including marginalized communities.	UN Women developed the curriculum for the courses. UN Women provided technical support and guidance to the Implementing Partner (RAS)	Expertise of Implementing Partners	High	FGD with youth peer educators; site visit to project sites; Final Evaluation of PBF project "Building a Constituency for Peace" (2016); UN Women CO annual reports
National state institutions integrate gender equality commitments (international and national laws) in selected areas and translate into sector-specific operational plans matched with necessary resources	There is a regulatory framework for GRB at the national level (with GRB reflected in the circular issued by the Ministry of Finance), but broader implementation of GRB results across the government have been limited due to lack of a performance-based budgeting framework. Results have only been achieved within the Ministry of Labour and Social Development (through the allocation of budget funds for the National Action Plan on Gender Equality for 2015-2017) and the Ministry of Emergency through amendments to its hot line policy to provide services to survivors of domestic and gender-based violence. The Ministry of Labour and Social Development has increased technical knowledge to support CEDAW	UN Women provided technical support and advocacy	MLSD and Ministry of Finance leadership and involvement of other UNCT partners	Medium	Evaluation of UN Women's contribution to GRB initiatives in the ECA Region (2016); interviews with government authorities and other relevant stakeholders; UN Women CO annual reports

	implementation through the development of a CEDAW Action Plan and increased knowledge to advance the SGD gender agenda.				
Civil society institutions (NGOs, women movements/networks, academia, mass media) substantively contribute to and effectively monitor reform processes from a gender equality perspective	Gender advocates at national and local levels are capacitated to use the Guidelines on Gender Responsive Budgeting to monitor budget allocations and track expenditures and are actively participating in legislative processes and strategic planning, and strongly advocating for increased government commitment and accountability towards GEWE.	UN Women is providing ongoing support to capacitate gender advocates	CSO leadership	**High**	FGDs with MPs and UNiTE members; interviews with UNCT partners and UN Women CO staff; UN Women CO annual reports;

Annex I: Evaluators' Profiles

Jo-Anne Bishop

Jo-Anne is a gender and human rights expert with senior leadership experience in results-based programme management and strategy review and development.

Jo-Anne has 15 years of experience supporting and advising governments, national institutions and intergovernmental organizations in the areas of human rights, gender equality, gender mainstreaming and non-discrimination in a number of countries including Afghanistan, Bosnia and Herzegovina, Liberia and Timor-Leste.

She has held senior positions as Head of Department for the OSCE Office for Democratic Institutions and Human Rights, Director of the Canadian Governance Support Office in Afghanistan, Advisor to the Liberian Governance Commission and Advisor to the Secretary of State for the Promotion of Equality in Timor-Leste. Her experience also includes work with UN Women, UNFPA, UNDP, IOM and the Afghanistan Independent Human Rights Commission to develop strategic plans and lead reviews and evaluations at a meta, global, regional and country-level, including a mid-term review of the Strategic Note for the UN Women Regional Office for Asia and the Pacific

In addition to serving as a team leader for a global evaluation of UN Women's work on economic empowerment, Jo-Anne has led regional programme evaluations, conducted a review of the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) Evaluation Performance Indicator Reporting for the UN Evaluation Group and conducted meta-evaluations/analyses for the UN Women Fund for Gender Equality and the Regional Office for Asia and the Pacific.

Lilia Ormonbekova

Lilia has 10 years of experience in the areas of monitoring and evaluation, gender, and data and analysis in Kyrgyzstan, New York, Brussels, Eastern Africa and Southern Asia. Over time, she has acquired a well-rounded knowledge of advanced results-based management, cross-sectoral issues, and reporting. Besides development work, Lilia pursues academic research on gender-based violence and women's empowerment, volunteers at non-governmental organizations working on gender issues, and is a strong advocate for girls' and women's rights.

Annex J: Data Collection Instruments

Data Collection Instruments

UN Women Country Programme Evaluation of Kyrgyzstan Strategic Note 2017-2017

Prepared by:
Jo-Anne Bishop, Independent Consultant
Lilia Ormonbekova, Independent Consultant

Version 2.0
18 May 2017

Part 1: Evaluation Interview Protocols

The following interview protocols provide examples of guiding questions for five respondent groups:
1. Country Office: UN Women management and programme staff
2. Country Office: UN Women operational staff
3. Country-level partners (including CSOs, donors, UN, OSCE)
4. Country-level and municipal-level duty bearing stakeholders (including government, CSOs, and implementing partners)

The questions are based on the Evaluation Matrix and linkages to the evaluation criteria are included within each protocol. **During the data collection phase of the evaluation, these interview protocols will be further tailored and customized for each stakeholder group to take into account the specific role, relevance and contribution of each stakeholder.**

Standardized Introduction for Interviews

During each interview, the following standardized introductory points will be used by the Evaluation Team members conducting each interview:

- Thank you for agreeing to meet us today. Our name are Jo-Anne Bishop and Lilia Ormonbekova and we have been selected by UN Women's Independent Evaluation Office to conduct a Country Programme Evaluation of UN Women's work in Kyrgyzstan from 2015-2017 under its Strategic Note. *(If needed, also explain the SN and what UN Women committed to achieve in it).*

- We are also joined by Isabel Suarez who is a Regional Evaluation Specialist with UN Women's Independent Evaluation Office and who is serving as an integral member of the evaluation team (as per CPE guidance). ***Note: The RES will abstain from all interviews with GSPS evaluation stakeholder.***

- The evaluation will be used to support the Country Office and national stakeholders' strategic learning and decision-making for the next Strategic Note, due to be developed in 2017. The evaluation will also have a summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

- We will be in Kyrgyzstan for 10 days and will be meeting with a wide range of stakeholders including government and civil society partners, community beneficiaries, the UNCT and donors.

- This interview will take approximately 45-60 minutes. All interviews are confidential and your name will not be associated with any of the findings unless cleared in advance by you.

- Do you have any questions about the evaluation before we begin?

Guiding Questions

UN Women CO Staff (Management, Programme Managers/Assistants)

Timeframe for discussion: 1 hour maximum
*Questions will be modified based on role/contribution of each staff member
**Specific questions for Programme Managers/Assistants are highlighted in yellow

No	Guiding Questions	Link to Evaluation Matrix
	Can you briefly describe your role within UN Women? Since when have you been in your position?	Introductory
1.	To what extent have programme interventions aligned with national policies and international human rights norms? On what basis were interventions selected? How were the needs and interests of project stakeholders assessed and to what extent were they involved in the design of the programme? To what extent are current trends (economic, political, social, cultural) supporting or posing challenges to UN Women programmes?	Relevance (Q1) HR/GE (Q25 & Q26)
2.	What do you see as UN Women's comparative advantage compared with other UN entities and partners?	Efficiency (Q10)
3.	To what extent has an integrated approach been applied in the implementation of the SN/programmes? Please provide some examples where interventions have resulted in effective synergies.	Efficiency (Q8)
4.	In which of the three mandates (policy, coordination, programming) can UN Women contribute the most and why?	Efficiency (Q9)
5.	In relation to programes/projects: To what extent have planned outputs been achieved on time? What have the main achievements been? What role has UN Women played in these achievements? What evidence exists to support claims that the CO's country portfolio is contributing to GEEW and supporting the advancement of rights? To what extent are there opportunities for up scaling good practices and innovative approaches?	Effectiveness (Q 7, 9, 10, 11, 12. 13)
6.	What have been the main enabling and hindering factors to achievement or non-achievement of project results?	Effectiveness (Q11)
7.	To what extent do interventions contribute to addressing the underlying causes of gender inequality and gender discrimination? - How have the rights and needs of marginalised women and youth been assessed and addressed through CO interventions? - Have any groups been underserved? - To what extent has a human rights-based approach/principles been applied? Were resources allocated specifically for this purpose? - To what extent were resources allocated to target marginalized groups (i.e. women in the informal sector, migrant workers, women living with HIV/AIDs, persons with disabilities, etc.).	Relevance (Q2 & Q3) Effectiveness (Q14) HR/GE (Q25, 25, 27) Efficiency (Q11 and Q12)

8.	To what extent have the project's results frameworks and monitoring mechanisms enabled UN Women to measure progress towards results? To what extent has a results-based approach to monitoring and reporting been effectively applied?	Efficiency (Q6)
9.	To what extent has the CO's work been cost effective? Could the results have been achieved at a lower cost or by adopting alternative approaches/delivery mechanisms? What mechanisms were in place to ensure that resources were efficiently used? To what extent does the CO's management structure support efficient implementation?	Efficiency (Q4)
10.	To what extent does the CO have access to the necessary skills, knowledge and capacities to deliver its expected results (DRF/OEEF)?	Efficiency (Q5)
11.	To what extent is there national ownership/national champions for GEEW? What local accountability and oversight systems have been established? What is the likelihood that the benefits of implemented programmes will be maintained for a reasonable long period of time? (Highly likely, likely, somewhat likely, not likely) What factors are critical to sustainability of the project results? To what extent have interventions helped to develop an enabling environment for real change on GEEW?	Sustainability (Q 19-23)
12.	UN Coordination: What role and contribution is UN Women making towards UN coordination on GEEW? What should it prioritise to enhance this? What has been the added value of joint programming? What has been the CO's role in supporting UN SWAP implementation? How effective have the GTG and Extended GTG been? What have been the main results?	Effectiveness (Q15)
13.	Normative Work: To what extent have experiences and lessons learned been shared with or informed global normative work and other COs? What contribution is the CO making to implement global norms and standards for GEEW?	Effectiveness (Q17, 18)
14.	*Lessons learnt:* Based on your experience and role in supporting programme implementation, which approaches and strategies do you think are the most effective in advancing GEEW in Kyrgyzstan?	Lessons Learnt/ Effectiveness

15. What do you see are the main trends, development issues and challenges the UN Women CO in Kyrgyzstan should address in its next Strategic Note for 2018-2021?

Do you have any additional comments or observations that you would like to share with us?

UN Women CO: Operations Staff

Timeframe for discussion: 45 minutes maximum

No	Guiding Questions	Link to Evaluation Matrix
1.	Can you briefly describe your role in UN Women? Since when have you been in your position? Can you tell me how you are supporting ROAP and CO staff? Where are the successes and challenges in your work?	Introductory
2.	To what extent are the SN DRF/OEFF on track in achieving its intended outcomes and outputs? In which areas has there been significant progress and where have the key challenges been?	Effectiveness (Q7, 9, 10, 11)
3.	What have been the main enabling and hindering factors to achievement or non-achievement of project results?	Effectiveness (Q11)
4.	Have the resources envisaged by the SN been mobilized? Are there places	Efficiency (Q7)

	where resources are inadequate?	
5.	To what extent does the CO's management structure support efficient implementation? What suggestions do you have for making management more efficient/effective?	Efficiency (Q4)
6.	To what extent does the CO have access to the necessary skills, knowledge and capacities to deliver its expected results (DRF/OEEF)?	Efficiency (Q5)
7.	To what extent have the project's results frameworks and monitoring mechanisms enabled UN Women to measure progress towards results? To what extent has a results-based management approach been applied in terms of monitoring and reporting?	Efficiency (Q6)
8.	To what extent has UN Women's work been cost effective? Could the results have been achieved at a lower cost or by adopting alternative approaches/delivery mechanisms? What mechanisms were in place to ensure that resources were efficiently used?	Efficiency (Q4)
9.	*Lessons learnt:* Please share any lessons learned that you think are relevant and useful for the evaluation.	
10.	What do you see are the main trends, development issues and challenges the UN Women CO in Kyrgyzstan should address in its next Strategic Note for 2018-2021?	

Do you have any additional recommendations or observations that you would like to share with us?

Responsible Parties

Semi-structured interviews to be conducted with all IPs included in the stakeholder mapping (see CPE Inception Report, Table 1)

No	Guiding Questions	Link to Evaluation Matrix
	Can you briefly describe your role with your organization/agency? Since when have you been in your position? Please tell us about your agency's/organization's work related to GEEW? What is your level or co-operation and partnership with UN Women in this area?	Introductory/ clarification of stakeholder role in UN Women and linkage to SN
1.	a) To what extent do you think UN Women's work in Kyrgyzstan been aligned with national laws, strategies, policies and priorities? b) To what extent do you think that UN Women interventions are supporting CEDAW COB and recommendations of other human rights treaty bodies c) To what extent are current trends (economic, political, social, cultural) supporting or posing challenges to UN Women programmes?	Relevance (Q1)
2.	What do you see as UN Women's comparative advantage compared with other UN entities and partners?	Efficiency (Q10)
3.	In relation to the programme that you have been involved with, to what extent has were stakeholders/beneficiaries involved in the design and implementation of the programme?	Relevance (Q1) HR/GE (Q25 & Q26)
4.	From your perspective, how effective has the programme been? What have the main achievements been? Have there been any unexpected outcomes from your activities?	Effectiveness (Q10)

5.	What have been the main enabling and hindering factors to achievement or non-achievement of project results?	Effectiveness (Q11)
6.	To what extent did the programme results contribute to addressing the underlying causes of inequality and discrimination? Have the rights and needs of marginalised women been effectively addressed through the project? Are any groups underserved?	Relevance (Q2 & Q3) & HR/GE (Q25 & Q27)
7.	To what extent has the project been cost effective? Could the results have been achieved at a lower cost or by adopting alternative approaches/delivery mechanisms?	Efficiency (Q12)
8.	As an RP, what guidance/support have you received from UN Women to apply human rights and results-based approaches in terms of monitoring and reporting Fully satisfied; satisfied; partially satisfied; not at all satisfied; unsure Please elaborate on the reason for your rating with examples.	Efficiency (Q4) HR/GE (Q25)
9.	To what extent has UN Women's organisational structure, project management approach and coordination mechanisms effectively supported the delivery of programme results? Do you have any suggestions to strengthen this?	Efficiency (Q4 & Q5)
10.	If the programme were to end, what is the likelihood that the benefits will be maintained for a reasonable long period of time? (Highly likely, likely, somewhat likely, not likely) What factors are critical to sustainability of the programme results? How committed is the national/local governments to advance GEWE?	Sustainability (Q19)
11.	*Lessons learnt:* Based on your experience with the programme, which approaches and strategies do you think are the most effective? Are there any innovations/good practices that should be scaled up?	Lessons Learnt/ Effectiveness (Q12)
12.	What do you see are the main trends, development issues and challenges the UN Women CO in Kyrgyzstan should address in its next Strategic Note for 2018-2021?	Formative - recommendations

Do you have any additional recommendations or observations that you would like to share with us?

Government, MPs and Office of the Ombudsman

No	Guiding Questions	Link to Evaluation Matrix
	Can you briefly describe your position and involvement and cooperation with UN Women? Since when have you been in your position?	Introductory/ clarification of stakeholder role and linkage to UN Women SN
1.	To what extent have UN Women's interventions been aligned with the needs/priorities of your ministry/government/parliament/organisation?	Relevance (Q1)
2.	What has been the main result/benefit from your partnership with/support from UN Women? Please share some examples with us. (Evaluation Team to *probe further based on specific areas of involvement*)	Effectiveness (Q9 & 11)
3.	What factors had the greatest influence (positive and/or negative) on the effectiveness of GEWE work in the country?	Effectiveness (Q11)
4.	What do you see as UN Women's comparative advantage in addressing GEWE compared to other UN entities and key partners?	Efficiency (5&10)

	To what extent do you think UN Women has adequate skills and experience to support actions implemented with your organisation?	
5.	How has your understanding about GE changed as a result of UN Women's support? How have you been able to apply knowledge gained through trainings/technical assistance? Please identify any areas where any capacity gaps remain and where further support is needed. *For local governments*: a) What are the priority needs of women in your area? b) To what extent do UN Women's interventions adequately address the root causes of gender inequality in your area? c) Do you see any wider changes as a result of work on gender issues, either positive or negative? d) What factors are making the greatest contribution to bringing about gender equality and women's empowerment in your area? e) What do you see as the main barriers and opportunities faced by advocates of gender equality? f) To what extent has your cooperation/engagement with women's groups changed as a result of the project?	Sustainability (Q19)
6.	If UN Women's interventions were to end, what is the likelihood that the benefits will be maintained for a reasonable long period of time? (Highly likely, likely, somewhat likely, not likely) What factors are critical to sustainability of the project results?	Sustainability (Q 19 & 20)
7.	How 'institutionalised' is GEWE capacity? How well are institutions (at central and local levels) capacitated to implement and monitor laws, plans, policies and international commitments related to GEWE? To what extent is there commitment and technical capacity to sustain GEWE progress across the government?	Sustainability (Q21&22)
8.	*Lessons learnt:* Based on your engagement with UN Women which of its approaches and strategies do you think are the most effective in advancing GEWE?	Lessons Learnt/ Effectiveness
9.	What do you see are the main trends, development issues and challenges the UN Women CO in Kyrgyzstan should address in its next Strategic Note for 2018-2021?	Formative

Do you have any additional recommendations or observations that you would like to share with us?

Joint Programme Partners (FAO, IFAD, WFP, IOM, UNFPA)

No	Guiding Questions	Link to Evaluation Matrix
	Can you briefly tell us about your involvement with the joint programme? What was your role? What was the duration of your involvement? How did the idea for the joint programme emerge?	Introductory

1.	To what extent has the joint programme been aligned with national policies, international human rights norms and the UNDAF?	Relevance (Q1, Q2, Q3)
	To what extent were stakeholders/beneficiaries involved in the design and implementation of the programme?	Effectiveness (Q14)
		HR/GE (Q25, 26, 27)
2.	From your perspective, how effective has the programme been? *4=Highly effective; 3=Effective; 2=Somewhat effective; 1=Not effective; 0=Unsure* Please share with us the most significant successes and challenges of the programme?	Effectiveness (Q10)
3.	ARWEE To what extent do you think the programme has supported: - Increased income opportunities and food security - Enhanced leadership and participation - More gender responsive policy environment Please provide examples.	Effectiveness (Q11)
4.	GSPS To what extent do you think the programme has been able to strengthen the capacity of national institutions/researchers in gender sensitive data collection and analysis? To what extent has the programme supported the identification of threats to gender equality? How can this information be used to support gender responsive policy and programming?	Effectiveness (Q11)
5.	What have been the main enabling and hindering factors to achievement or non-achievement of project results?	Effectiveness (Q11)
6.	To what extent did the programme results contribute to addressing the underlying causes of gender inequality and gender discrimination? Have the rights and needs of marginalised women been effectively addressed through the project? Are any groups underserved?	Relevance (Q2 & Q3) & HR/GE (Q25 & Q27)
8.	To what extent has the project been cost effective? Could the results have been achieved at a lower cost or by adopting alternative approaches/delivery mechanisms?	Efficiency (Q12)
9.	As a joint programme, what worked well? What was the added value of having the programme as joint one? What were the challenges? To what extent has UN Women's organisational structure, project management approach and coordination mechanisms effectively supported the delivery of joint programme results?	Efficiency (Q4 & Q5)
10.	What is the likelihood that the benefits will be maintained for a reasonable long period of time? (Highly likely, likely, somewhat likely, not likely) What factors are critical to sustainability of the programme results?	Sustainability (Q 19)
11.	*Lessons learnt:* Based on your experience with/knowledge of the programme which approaches and strategies do you think have been the most effective? What worked less well and what could be improved?	Lessons Learnt/ Effectiveness (Q11 & Q12)
12.	Please share with the evaluation team any recommendations you have for UN Women. For example, are there any specific areas where continued support will	Formative

be needed?

GSPS: What suggestions do you have to ensure that the research is used to support evidence-based policy making and programming and influencing social norm change in favour of EVAWG?

| 13. | What do you see are the main trends, development issues and challenges the UN Women CO in Kyrgyzstan should address in its next Strategic Note for 2018-2021? | Formative |

Do you have any additional comments or observations that you would like to share with us?

Resident Coordinator

No	Guiding Questions	Link to Matrix
	Please tell us about your engagement/cooperation with the UN Women CO in Kyrgyzstan?	Introductory
1.	*Relevance* a) What do you see as the key challenges related to achieving gender equality and women's empowerment in Kyrgyzstan? How conducive is the environment to addressing women's needs? How are gender issues perceived at the national government level? b) What do you see as UN Women's comparative advantage in this context vis-a-vis other UN agencies? c) To what extent do UN Women interventions address the identified needs of women, including marginalized groups and address the causes of inequality set out in the CCA?	Relevance (Q1, Q2 & Q3) Effectiveness (Q14) HR/GE (Q27)
2.	*Effectiveness* a) How effective has UN Women been in contributing to UN coordination and coherence on gender equality and women's empowerment at the country level? b) How effective has UN Women been in ensuring that gender and women's empowerment is prioritized within and mainstreamed throughout UN programmes (including through the development, implementation and evaluation of the UNDAF? c) How effective has joint programming on GEWE been? What have been the main achievements/challenges? d) What are the key factors supporting or hindering effective UN coordination? e) What has been UN Women's role in supporting UN SWAP implementation?	Effectiveness (Q15, 16, 17, 18)
3.	*Efficiency* To what degree does UN Women have access to the necessary skills, knowledge, resources and capacities needed to effectively advance, programmatic, coordination and normative work on GEWE? To what extent do you think UN Women has been effective in achieving synergies with other UN partners in its programming and normative work?	Efficiency (Q5, Q8, Q9 and Q10)

4.	*Future Role of UN Women:* Please identify any potential areas where you think UN women can further support effective UN coordination in Kyrgyzstan in relation to gender equality and women's empowerment? What do you see are the main trends, development issues and challenges the UN Women CO in Kyrgyzstan should address in its next Strategic Note for 2018-2021?	Effectiveness (Q12)
	Do you have any additional recommendations or observations that you would like to share with us?	

GSPS Programme Principle investigator, Key Research Analysts (UN Women & UNFPA/NSC)

This protocol includes suggested questions from PBF.

No	Guiding Questions	Link to Matrix
	Can you briefly tell us about your involvement with the GSPS programme? What was your role in the programme? What was the duration of your involvement?	Introductory
1.	To what extent has the GSPS programme been aligned with national policies and international human rights norms? To what extent were stakeholders/beneficiaries involved in the design and implementation of the programme?	Relevance (Q1, Q2, Q3) Effectiveness (Q14) HR/GE (Q25, 26, 27)
2.	Key Research Analysts What type of skills and knowledge did you gain from the programme? How did the trainings improve your capacity to: a) to conduct gender-sensitive research? What was most effective about the trainings? What was least effective? Please explain.	Effectiveness (Q11)
3.	To what extent do you think the programme has been able to strengthen the capacity of national institutions/researchers in gender sensitive data collection and analysis? What was your role in contributing to this?	Effectiveness (Q11)
4.	To what extent has the programme supported the identification of threats to gender equality? How can this information be used to support gender responsive policy and programming? What was your role in supporting identification of threats to gender equality?	Effectiveness (Q11)
5.	From your perspective, how effective has the programme been? Please share with us the most significant successes and challenges?	Effectiveness (Q10)
6.	What have been the main enabling and hindering factors to achievement or non-achievement of project results?	Effectiveness (Q11)
7.	To what extent did the programme results contribute to addressing the underlying causes of gender inequality and gender discrimination? Have the rights and needs of marginalised women been effectively addressed through the project? Are any groups underserved?	Relevance (Q2 & Q3) & HR/GE (Q25 & Q27)
8.	To what extent has project management approach and coordination mechanisms effectively supported the delivery of programme results? Do you have any suggestions to strengthen this?	Efficiency (Q4 & Q5)
10.	What is the likelihood that the benefits will be maintained for a reasonable long	Sustainability (Q

	period of time? (Highly likely, likely, somewhat likely, not likely) What factors are critical to sustainability of the programme results?	19)
11.	*Lessons learnt:* Based on your experience with/knowledge of the programme which approaches and strategies do you think have been the most effective? What worked less well and what could be improved?	Lessons Learnt/ Effectiveness (Q11 & Q12)
12.	Please share with the evaluation team any recommendations you have for UN Women, UNFPA and IOM in relation to GSPS. For example, are there any specific areas where continued support will be needed? What suggestions do you have to ensure that the research is used to support evidence-based policy making and programming and influencing social norm change in favour of EVAWG?	Formative

Do you have any additional comments or observations that you would like to share with us?

II: Focus Group Discussions Protocols

This guide provides guidance and examples of guiding questions for use with five respondent groups:

1. GSPS programme field researchers (UN Women and UNFPA/National Statistical Committee) (duration 1.5 hours)
2. Youth Researchers (duration 1.5 hours)
3. UNiTE Network & Trust Fund NGOs (duration 1.5 hours)
4. Gender Team Group and UNCT (duration 1.5 hours)
5. Bishkek-based Donors (other donors to be interviewed via Skype interviews) (duration 1.5 hours)
6. Marginalised groups (single women, women living with HIV/AIDS, LGBTIQ, persons with disabilities) (duration 1.5 hours)

The questions are based on the Evaluation Matrix and linkages to the evaluation criteria are included within each protocol. During the data collection phase of the evaluation, these interview protocols will be further tailored and customized for each stakeholder group to take into account the role, relevance and contribution of each stakeholder.

Standardized Introduction for FGDs

During each FGD, the following standardized introductory points will be used by the Evaluation Team members:

- Thank you for agreeing to meet us today. Our name are Jo-Anne Bishop and Lilia Ormonbekova and we have been selected by UN Women's Independent Evaluation Office to conduct a Country Programme Evaluation of UN Women's work in Kyrgyzstan since 2015.
- We are also joined by Isabel Suarez who is a Regional Evaluation Specialist with UN Women's Independent Evaluation Office and who is serving as an integral member of the evaluation team (as per CPE guidance). *Note: The RES will abstain from all FGDs with GSPS evaluation stakeholder.*
- The evaluation will be used to support the Country Office and national stakeholders' strategic learning and decision-making for the next Strategic Note, due to be developed in 2017. The evaluation will also have a summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

- We will be in Kyrgyzstan for 10 days and will be meeting with a wide range of stakeholders including government and civil society partners, community beneficiaries, the UNCT and donors.
- We are here to learn from you and will ensure that we keep the discussion to a reasonable time. We hope that it will not take more than an hour and a half.
- Before we begin, we would like to stress that this conversation should be treated as confidential. Whatever is discussed here should not be shared outside of this group after the discussion has finished.
- The information and feedback you provide will not be attributed to you in any way. Your honest responses to our questions will be highly appreciated.
- Do you have any questions about the evaluation before we begin?

GSPS Programme Field Researchers (UN Women & UNFPA/NSC)

This protocol includes suggested questions from PBF.
**RES to abstain from this FGE*

No	Guiding Questions	Link to Matrix
1.	Please introduce yourselves (tour de table) to the evaluation team and tell them about your role and involvement with the GSPS programme?	Introductory
2.	What type of skills and knowledge did you gain from the programme? How did the trainings improve your capacity to conduct gender-sensitive research? What was most effective about the trainings? What was least effective? Please explain.	Effectiveness (Q11)
3.	To what extent do you think the programme has been able to strengthen your capacity as a national researcher and/or the capacity of a national institution in gender sensitive data collection and analysis?	Effectiveness (Q11)
4.	To what extent has the programme supported the identification of threats to gender equality? How can this information be used to support gender responsive policy and programming?	Effectiveness (Q11)
5.	From your perspective, how effective has the programme been? *4=Highly effective; 3=Effective; 2=Somewhat effective; 1=Not effective; 0=Unsure* Please share with us the most significant successes and challenges of the programme?	Effectiveness (Q10)
6.	What have been the main enabling and hindering factors to achievement or non-achievement of project results? What was your contribution to achieving project results?	Effectiveness (Q11)
7.	To what extent did the programme results contribute to addressing the underlying causes of gender inequality and gender discrimination?	Relevance (Q2 & Q3) & HR/GE (Q25 & Q27)
8.	To what extent has project management approach and coordination mechanisms effectively supported the delivery of programme results? Do you have any suggestions to strengthen this?	Efficiency (Q4 & Q5)
9.	What is the likelihood that the benefits will be maintained for a reasonable long period of time? (Highly likely, likely, somewhat likely, not likely) What factors are critical to sustainability of the programme results?	Sustainability (Q 19)
11.	*Lessons learnt:* Based on your experience with/knowledge of the programme which approaches	Lessons Learnt/ Effectiveness

	and strategies do you think have been the most effective in supporting gender-sensitive research What worked well and why? What worked less well and what could be improved?	(Q11 & Q12)
12.	Please share with the evaluation team any recommendations you have for UN Women, UNFPA, and IOM. For example, are there any specific areas where continued support will be needed? What suggestions do you have to ensure that the research is used to support evidence-based policy making and programming and influencing social norm change in favour of EVAWG?	

Do you have any additional comments or observations that you would like to share with us?

UNiTE Network and Trust Fund NGOs

*No documents are available for the Trust Funds so questions have been kept generic (will modify further after follow-up discussions with the CO)

No	Guiding Questions	Link to Matrix
	Can you briefly describe yourself and your organisation and explain your involvement and cooperation with UN Women?	Introductory/ clarification of stakeholder role and linkage to UN Women SN
1.	a) What do you see as the main issues/challenges related to gender equality in Kyrgyzstan? b) To what extent do you think UN Women's work in Kyrgyzstan been aligned with these challenges and with the needs/priorities of civil society/rights holders? c) To what extent do you see the national government taking ownership of gender equality and women's empowerment?	Relevance (Q1)
2.	What has been the main result/benefit from your partnership with/support from UN Women? Please share some examples with us. (Evaluation Team to *probe further based on specific areas of involvement*) What was most effective about UN Women's support to and cooperation with your organisation? What was the least effective?	Effectiveness (Q9 & 11)
3.	What do you see as UN Women's comparative advantage in addressing GEWE compared to other UN entities and key partners?	Efficiency (5&10)
4.	To what extent do you think UN Women has adequate skills and experience to support actions implemented with your organisation?	
5.	FGE/Trust Fund: - What has been your involvement with the CO? - Did you receive support related to reporting/monitoring? If so, how effective was this? - Did you receive support in relation to RBM and HRBA from the CO? If so, how useful was this and to what extent were you able to apply knowledge you gained?	
6.	*Lessons learnt:*	Lessons Learnt/

	Based on your engagement with UN Women which of its approaches and strategies do you think are the most effective in advancing GEWE?	Effectiveness
7.	What do you see are the main trends, development issues and challenges the UN Women CO in Kyrgyzstan should address in its next Strategic Note for 2018-2021?	Formative
	Do you have any additional recommendations or observations that you would like to share with us?	

UNCT/GTG/GTG Extended Group

No	Guiding Questions	Link to Matrix
	Please introduce yourselves (tour de table) to the evaluation team and tell them a bit about your engagement/cooperation with the UN Women CO in Kyrgyzstan?	Introductory

1.	*Relevance/HR&GE*
	Rating Question (every participant to be given a small piece of paper to write their rating score). Scores to be added up and then discussed.
	
	    A. To what extent has UN Women's work in Kyrgyzstan been aligned with national policies and international human rights norms?
	
	    3=Fully aligned; 2=Somewhat aligned; 1=Not aligned; 0=Unsure
		Relevance (Q1, Q2 & Q3)
		
		Effectiveness (Q14)

2.	To what extent do you think that UN Women interventions are supporting CEDAW COB and recommendations of other human rights treaty bodies	HR/GE (Q27) Efficiency (Q11)
3.	To what extent do UN Women interventions address the identified needs of women, including marginalized groups and address the causes of inequality set out in the CCA? To what extent do you see the national government taking ownership of gender equality and women's empowerment issues?	

4.	*UNCT Coordination Effectiveness*
	Rating Questions (every participant to be given a small piece of paper to write their rating score). Scores to be added up and then discussed.
	
	    B. How effective has UN Women been in contributing to UN coordination and coherence on gender equality and women's empowerment at the country level?
	
	    4=Highly effective; 3=Effective; 2=Somewhat effective; 1=Not effective; 0=Unsure
	
	    C. How effective has UN Women been in ensuring that gender and women's empowerment is prioritized within and mainstreamed throughout UN programmes (including through the development, implementation and evaluation of the UNDAF?
	    4=Highly effective; 3=Effective; 2=Somewhat effective; 1=Not effective; 0=Unsure
		Effectiveness (Q15, 16, 17, 18)

    D. How well are the GTG/Extended GTG performing on gender?

      4=Very effectively; 3=Effectively; 2=Somewhat effectively; 1= Not effectively; 0=Unsure

5.

What are the key factors supporting or hindering effective UN coordination?

6.

Please provide any examples of successful coordination efforts and important results of the GTG/ Extended GTG. What role did the UN Women Kyrgyzstan Country Office have in supporting this?

7.

8.

What has been UN Women's role in supporting UN SWAP implementation?

Are they any further areas where UN Women should be more engaged?

11.	*Efficiency* What do you see as UN Women's comparative advantage in addressing GEWE compared to other UN entities and key partners? To what degree does UN Women have access to the necessary skills, knowledge and resources and capacities needed to effectively advance, programmatic, coordination and normative work on GEWE? To what extent do you think UN Women has been effective in achieving synergies with other UN partners in its programming and normative work?	Efficiency (Q5, Q8, Q9 and Q10)
12.	To what extent is UN Women sharing and facilitating the exchange of experiences and lessons learned in relation to its work on GEWE (in relation to its normative and programming work)?	Effectiveness (Q17)
13.	*Future Role of UN Women:* Please identify any potential areas where you think UN women can further support effective UN coordination in Kyrgyzstan in relation to gender equality and women's empowerment? To what extent are there opportunities for up scaling good practice and innovative approaches? What do you see are the main trends, development issues and challenges the UN Women CO in Kyrgyzstan should address in its next Strategic Note for 2018-2021?	Effectiveness (Q12)

Do you have any additional recommendations or observations that you would like to share with us?

Donors

No	Guiding Questions	Link to Matrix
	Can you briefly describe your role with your organization/agency? Since when have you been in your position? Please tell us about your agency's/organization's work related to GEEW? What is your level or co-operation and partnership with UN Women in this area?	Introductory/ clarification of stakeholder role in UN Women and linkage to SN

1.	a) What do you see as the main issues/challenges related to gender equality in Kyrgyzstan? b) To what extent do you think UN Women's work in Kyrgyzstan been aligned with national priorities and international human rights norms? c) To what extent do you see the national government taking ownership of gender equality and women's empowerment?	Relevance (Q1)
2.	What do you see as UN Women's comparative advantage compared with other UN entities and partners?	Efficiency (Q10)
3.	In relation to the programme that you have funded, to what extent has it been aligned with and informed by donor priorities? To what extent were stakeholders/beneficiaries involved in the design and implementation of the programme?	Relevance (Q1) HR/GE (Q25 & Q26)
4.	From your perspective, how effective has the programme been? To what extent have planned outputs been achieved on time? What have the main achievements been? What role has UN Women played in these achievements?	Effectiveness (Q10)
5.	What have been the main enabling and hindering factors to achievement or non-achievement of project results?	Effectiveness (Q11)
6.	To what extent did the programme results contribute to addressing the underlying causes of inequality and discrimination? Have the rights and needs of marginalised women been effectively addressed through the project? Are any groups underserved?	Relevance (Q2 & Q3) & HR/GE (Q25 & Q27)
7.	To what extent has the project been cost effective? Could the results have been achieved at a lower cost or by adopting alternative approaches/delivery mechanisms?	Efficiency (Q12)
8.	How satisfied are you with the ability of programme management to apply results based approaches in terms of monitoring and reporting Fully satisfied; satisfied; partially satisfied; not at all satisfied; unsure Please elaborate on the reason for your rating with examples.	Efficiency (Q4)
9.	To what extent has UN Women's organisational structure, project management approach and coordination mechanisms effectively supported the delivery of programme results? To what degree does the UN Women Country Office have access to the necessary skills, knowledge and capacities to deliver effective programmes?	Efficiency (Q5)
10.	If the programme were to end, what is the likelihood that the benefits will be maintained for a reasonable long period of time? (Highly likely, likely, somewhat likely, not likely) What factors are critical to sustainability of the programme results?	Sustainability (Q 19)
11.	*Lessons learnt:* Based on your experience with/knowledge of the programme which approaches and strategies do you think are the most effective? Are there any innovations/good practices that should be scaled up?	Lessons Learnt/ Effectiveness
12.	What do you see are the main trends, development issues and challenges the UN Women CO in Kyrgyzstan should address in its next Strategic Note for 2018-2021?	Formative - recommendations

Do you have any additional comments or observations that you would like to share with us?

Marginalised Groups (single women, women living with HIV/AIDS, LGBTIQ persons, persons with disabilities)

NGOs who wrote the alterative CEDAW reports

No	Guiding Questions	Link to Matrix
	Can you briefly describe your position and involvement and cooperation with UN Women? Since when have you been in your position?	Introductory/ clarification of stakeholder role and linkage to UN Women SN
1.	What do you see as the main gender equality achievements in Kyrgyzstan since 2015? What role has UN Women had in supporting these? What do you see as key challenges, including those facing marginalised communities?	Effectiveness (Q13) Relevance (Q2)
2.	To what extent have UN Women's interventions been aligned with the needs/priorities of your organisation and with national policies and international human rights norms?	Relevance (Q1)
3.	To what extent has UN Women's work in Kyrgyzstan contributed to addressing the underlying causes of inequality and discrimination? Have the rights of marginalised groups been effectively addressed through its work?	Relevance (Q2) Effectiveness (Q15)
4.	Is UN Women's choice of partners most relevant to the situation of women and marginalised groups? Are there any underserved groups it is missing?	Relevance (Q3)
5.	How have UN Women's interventions supported the capacity development of rights holders to demand rights?	Sustainability Q20)
6.	What has been the main result/benefit from your partnership with/support from UN Women? Please share some examples with us. (Evaluation Team to *probe further based on specific areas of involvement*)	Effectiveness (Q9 & 11)
7.	To what extent has UN Women supported civil society, women's organizations and marginalised groups to participate in, and effectively influence decision-making processes/treaty body reporting? How effective has UN Women been in providing a platform for marginalised groups to raise their concerns and priorities and in providing access to government/policy-makers?	Effectiveness (Q11)
8.	What do you see as UN Women's comparative advantage in the area of gender equality compared to other UN entity and partners?	Efficiency (Q10)
9.	What contribution is UN Women making to implementing global norms and standards for GEEW (i.e. how is UN Women supporting the implementation of CEDAW COBS and other international human rights commitments)	Effectiveness (Q18)
10.	*Lessons learnt:* Based on your engagement with UN Women which of its approaches and strategies do you think are the most effective in advancing GEWE?	Lessons Learnt/ Effectiveness
11.	What do you see are the main trends, development issues and challenges the UN Women CO in Kyrgyzstan should address in its next Strategic Note for 2018-2021?	

Do you have any additional recommendations or observations that you would like to share with us?

III: Guide for Community-level Focus Group Discussions

This Guide is prepared for use during the community-level Focus Group Discussions with the following groups of programme beneficiaries:
1. Rural women (duration 1.5 hours)
2. Rural men and family members (duration: 1 hour)
3. Youth/secondary school students (duration: 1.5 hours)
4. Community members not involved in programmes (1 hour)

As set out in the CPE inception report, during the community-level data collection phase empowerment approaches will be utilised and specific attention will be given to maximizing the participation of rights holders, not only through consultation with them but by engaging them as data collectors whereby they will be empowered to lead and facilitate discussions with community level beneficiaries of UN Women interventions. In adopting this approach, community and youth leaders (who were/are beneficiaries of the COs interventions) will be identified (in consultation with the CO) and supported by the evaluation team in facilitating consultations with community members and in collecting Most Significant Change Stories. This Guide outlines the process and steps necessary to support an empowerment-based approach during community-level FGDs.

Step 1: Identifying Community Leaders to Facilitate Discussions

For each community the evaluation team will visit, the CO will be asked to identify community and youth leaders to facilitate and lead discussions with programme beneficiaries and community members.

- For FGDs with **rural women beneficiaries of the "Acceleration of Rural Women Economic Empowerment" (ARWEE) programme**, one leader will need to be identified for each community. This could be a rural women who has developed increased confidence and leadership as a result of the programme and who has been participating in local development/planning processes.
- For FGDs with **rural men/family members of the beneficiaries of the ARWEE programme**, where possible, male leaders who have been involved in supporting gender equality efforts (i.e. HeForShe champions) should be identified to lead these discussions.
- For FGDs with **youth beneficiaries of the "Promoting Gender Justice and Empowerment of Young Women in Kyrgyzstan" programme**, it is suggested that two youth leaders (one female and one male) be identified in each community where FGDs

take place. Leader should be youth beneficiaries of the programme who have emerged as change agents/gender equality advocates.

➲ For FGDs with **beneficiaries of the "Livelihoods through Participation and Equal Access to Water" project,** community leaders (one female and one male) who have been involved with the project will need to be identified for each community.

➲ For FGDs with **community members/youth not involved in above-mentioned programmes**, the same identified leaders will be asked to facilitate discussions.

Step 2: Preparing Community Leaders to Facilitate Discussions

Once the community leaders are identified, the CO should initiate contact with them to brief them on the purpose of the CPE and to confirm their willingness to serve as facilitators. They will also be asked to attend a short 30-45 minute preparatory meeting with the evaluation team where the process and questions for the FGEs will be shared. Facilitation strategies to maximise inclusion and participation of FGE participations will also be discussed during the preparatory meeting with the evaluation team.

The role of community leaders will be to:
➲ Welcome participants to the FGDs
➲ Facilitate the discussion based on the questions provided (the questions will be translated into the local languages)
➲ Support participation of all attendees in the discussion

The evaluation team's role will be to:
➲ Provide background information about the CPE and the programme;
➲ Seek consent for use of data and explain how data will be used;
➲ Actively listen to the discussion and ask any necessary follow-up questions;
➲ Support the community leaders in leading the discussion.

Step 3: During the FGD Discussions

The community leader will open the meeting by thanking everyone for attending the discussion and will hand over to the evaluation team to explain the purpose of the FGD.

The evaluation team will use the standardised introduction:

- Thank you for agreeing to meet us today. Our name are Jo-Anne Bishop and Lilia Ormonbekova and we have been selected by UN Women's Independent Evaluation Office to conduct a Country Programme Evaluation of UN Women's work in Kyrgyzstan since 2015. (If needed, also explain how the project fits in the country programme)
- We are also joined by Isabel Suarez who is a Regional Evaluation Specialist with UN Women's Independent Evaluation Office.

- We will be in Kyrgyzstan for 10 days and will be meeting with a wide range of stakeholders including government and civil society partners, community beneficiaries, the UNCT and donors.
- We are here to learn from you and will ensure that we keep the discussion to a reasonable time. We hope that it will not take more than an hour and a half.
- Before we begin, we would like to stress that this conversation should be treated as confidential. Whatever is discussed here should not be shared outside of this group after the discussion has finished.
- The information and feedback you provide will not be attributed to you in any way. Your honest responses to our questions will be highly appreciated.
- Do you have any questions about the evaluation before we begin?

Following the introduction, questions will be asked based to the different FGD target groups as set out in the protocols below.

Rural women - beneficiaries of ARWEE programme

No	Guiding Questions	Link to Matrix
	Please introduce yourselves (tour de table) to the evaluation team and tell them a bit about your participation in the ARWEE programme? *Facilitator to ask Evaluation team to introduce themselves; and to explain purpose of evaluation and brief overview of ARWEE programme.*	Introductory
1.	What are the main priorities/needs of rural women in this community? How well do you think the programme addressed the needs and priorities of women in this community? Has the programme reached the most vulnerable women in need? Have any groups been left out?	Relevance (Q2 & Q3) Effectiveness (Q14) HR/GE (Q27)
2.	What type of skills and knowledge did you gain from the programme? How has this supported you to run economic activities?	Effectiveness (Q11)
3.	Overall, to what extent do you think the programme has supported increased income opportunities and food security for women in the community? Please provide some examples.	Effectiveness (Q9)
4.	How useful have the Self-Help Groups been to you? What were the benefits and results of your participation in these?	Effectiveness (Q11)
5.	How has your participation in decision making processes in your community changed as a result of the programme? Can you provide some examples of how you have been able to participate in local planning and/or to influence local service providers?	Effectiveness (Q11) Sustainability (Q19)
6.	What is the attitude of your male household members and the community towards your increased economic participation? What is your role in decision-making within your own household? Has it changed as a result of your participation in the programme? If so, please share some examples.	Effectiveness (Q10)
7.	The evaluation team would like to learn more about any changes the programme has supported. Can you tell them a bit about how your lives have changed as a result of your participation in the programme? What is different now than before you participated in the programme?	Effectiveness (Most Significant Change Story) (Q9 and Q10)

8.	*Lessons learnt:* Based on your experience with/knowledge of the programme which approaches and strategies do you think have been the most effective in supporting women's economic empowerment in your community? What worked well and why? What worked less well and what could be improved?	Lessons Learnt/ Effectiveness (Q11 & Q12)
9.	If the programme were to end now, what is the likelihood that the benefits you gained from the programme will be maintained for a reasonable long period of time? (Highly likely, likely, somewhat likely, not likely) Please share with the evaluation team any recommendations you have for UN Women. For example, are there any specific areas where continued support will be needed?	Sustainability (Q19)
	Do you have any additional comments or observations that you would like to share with us?	

Rural men – spouses of ARWEE programme beneficiaries

No	Guiding Questions	Link to Matrix
	Please introduce yourselves (tour de table) to the evaluation team *Facilitator to ask Evaluation team to introduce themselves; and to explain purpose of evaluation and brief overview of ARWEE programme.*	Introductory
1.	Can you describe some of the key challenges that rural women in this community face? How well do you think the programme addressed the needs and priorities of women in this community?	Relevance (Q2 & Q3) Effectiveness (Q14) HR/GE (Q27)
2.	What type of skills and knowledge did your wife gain through her participation in the programme? How has this supported her to run economic activities?	Effectiveness (Q11)
3.	How has your wife's participation in decision making processes in your community changed as a result of the programme? Can you provide some examples of how she has been able to participate in local planning and/or to influence local service providers?	Effectiveness (Q11) Sustainability (Q19)
4.	How have you personally, your household and your community benefitted from this intervention? Did you notice any changes in your views/attitudes about women's economic participation/gender equality as a result of your wife's involvement in the programme? Please share any examples.	Effectiveness (Q10)
5.	The evaluation team would like to learn more about any changes the programme has supported. Can you tell them a bit about how your lives have changed as a result of your family's participation in the programme? What is different now than before your family participated in the programme?	Effectiveness (Most Significant Change Story) (Q9 and Q10)
6.	If the programme were to end now, what is the likelihood that the benefits you gained from the programme will be maintained for a reasonable long period of time? (Highly likely, likely, somewhat likely, not likely) Please share with the evaluation team any recommendations you have for UN Women. For example, are there any specific areas where continued support will be needed?	Sustainability (Q19)

Do you have any additional comments or observations that you would like to share with us?

Community members not involved in the ARWEE programme

*These FGDs will be used to collect perceptions of a range of different stakeholders about the ARWEE's contribution to changes

No	Guiding Questions	Link to Matrix
	Please introduce yourselves (tour de table) to the evaluation team (name/profession) **Facilitator to ask Evaluation team to introduce themselves; and to explain purpose of evaluation*	Introductory
1.	Can you describe some of the key challenges that rural women in this community face? What are the most important priorities for women/youth in this community (including vulnerable groups)? What opportunities do you think are needed to support women to increase their income opportunities and food security?	Relevance (Q2 & Q3) Effectiveness (Q14) HR/GE (Q27)
2.	To what extent do you participate in decision-making processes in your community? Have you been able to participate in local planning or to influence local service providers? If no, what have been the barriers to your participation?	Effectiveness (Q11)
3.	What influence/decision-making role do you have within your family?	Effectiveness (Q10)
4.	Are you aware of the ARWEE programme? If so, please explain. Are you aware of women in this community who have received support and training from UN Women/UN agencies to increase their incomes? If so, what changes have you seen in the economic situation and participation of these women? Have you noticed any other changes as a result of their increased economic empowerment?	Effectiveness (Q11)
5.	Please share with the evaluation team any recommendations you have for UN Women. For example, are there any specific areas where continued support will be needed?	Sustainability (Q19)

Do you have any additional comments or observations that you would like to share with us?

Youth/Secondary School Students – Promoting Gender Justice and Empowerment of Young Women in Kyrgyzstan programme beneficiaries

No	Guiding Questions	Link to Matrix
	Please introduce yourselves (tour de table) to the evaluation team and tell them a bit about your participation in the programme? **Facilitator to ask Evaluation team to introduce themselves; and to explain purpose of evaluation and brief overview of programme.*	Introductory
1.	Can you describe some of the key challenges related to gender equality and gender justice in your community? How well do you think the programme addressed the needs and priorities of young women and men in your community?	Relevance (Q2 & Q3) Effectiveness

		(Q14)
		HR/GE (Q27)
2.	What type of skills, knowledge and tools did you gain from the programme? How has this supported you to promote gender equality and monitor gender justice?	Effectiveness (Q11)
3.	How do you assess the quality of the "My Safe and Peaceful School"/"My Prosperous Farm" training course you attended? What was most effective? What was least effective? How have you used/applied knowledge from the training (please share some examples)	Effectiveness (Q11)
4.	How has your capacity to analyse and resolve conflict changed as a result of the training and the manual?	Effectiveness (Q11)
5.	Please describe any gender advocacy initiatives you were involved with and how these have supported you in addressing issues affecting young women? What has been the outcome/result of advocacy and/or monitoring initiatives you were involved with? What are the main barriers/opportunities faced by GE advocates/champions?	Effectiveness (Q9)
6.	Has anything changed in your attitudes/views about gender equality since participating in the programme? Please share any examples. Have you been able to influence attitudes/behaviours of other youth in your community and/or members of your family? If so, please describe.	Effectiveness (Q11)
7.	The evaluation team would like to learn more about any changes the programme has supported. Can you tell them a bit about how your lives have changed as a result of your participation in the programme? What is different now than before you participated in the programme?	Effectiveness (Most Significant Change Story) (Q9 and Q10)
8.	*Lessons learnt:* Based on your experience with/knowledge of the programme which approaches and strategies do you think have been the most effective in supporting youth to undertake monitoring and advocacy in relation to gender equality and gender justice? What worked well and why? What worked less well and what could be improved?	Lessons Learnt/ Effectiveness (Q11 & Q12)
9.	If the programme were to end now, what is the likelihood that the benefits you gained from the programme will be maintained for a reasonable long period of time? (Highly likely, likely, somewhat likely, not likely) Please share with the evaluation team any recommendations you have for UN Women. For example, are there any specific areas where continued support will be needed?	Sustainability (Q19)
Do you have any additional comments or observations that you would like to share with us?		

Beneficiaries of the "Livelihoods through Participation and Equal Access to Water" project

No	Guiding Questions	Link to Matrix
	Please introduce yourselves (tour de table) to the evaluation team and tell them a bit about your participation in the "Livelihoods through Participation and Equal Access to Water" project? *Facilitator to ask Evaluation team to introduce themselves; and to explain purpose of evaluation and brief overview of project.*	Introductory

1.	Can you describe some of the key challenges related to gender equality and gender justice in your community? How well do you think the project addressed the needs and priorities of young women and men in your community?	Relevance (Q2 & Q3) Effectiveness (Q14) HR/GE (Q27)
2.	What type of skills and knowledge did you gain from the programme? How has this supported you to: - Understand the situation pertaining to water in your community? - Engage in action at school and community level regarding the fair allocation and efficient and effective use of water? - Engage towards promoting gender equality and peace-building at local level? Please share some examples of how you have been able to apply knowledge you gained?	Effectiveness (Q11)
3.	How do you assess the quality of trainings you attended? What was most effective? What was least effective?	Effectiveness (Q9)
4.	How has your participation in your school and community changed as a result of the project? Can you provide some examples?	Effectiveness (Q11) Sustainability (Q19)
5.	The evaluation team would like to learn more about any changes the programme has facilitated. Can you tell them a bit about how your lives have changed as a result of your participation in the project? What is different now than before you participated in the project?	Effectiveness (Most Significant Change Story) (Q9 and Q10)
6.	*Lessons learnt:* Based on your experience with/knowledge of the programme which approaches and strategies have you found to be the most effective so far? What worked well and why? What worked less well and what could be improved?	Lessons Learnt/ Effectiveness (Q11 & Q12)
8.	If the project were to end now, what is the likelihood that the benefits you gained from the programme will be maintained for a reasonable long period of time? (Highly likely, likely, somewhat likely, not likely) Please share with the evaluation team any recommendations you have for UN Women. For example, are there any specific areas where continued support will be needed?	Sustainability (Q19)
	Do you have any additional comments or observations that you would like to share with us?	

IV: Q-based Online Survey

Duty Bearers/Implementing Partners/Donor Survey

Proposed Respondents:

Government
- Ministry for Labour and Social Development
- Gender Policy Department
- Ministry of Agriculture
- Research Centre of State Agency on Support of LSG
- Ministry of Economy
- State Agency for Local Self Government and Inter-Ethnic Relations
- Ministry of Foreign Affairs
- State Commission on Religious Affairs
- Ministry of Education
- National Council on Gender Equality
- Local Self-Governments/District Administrations
- National Statistics Committee
- President's Office
- Parliament/ Forum of Women MPs
- Ombudsman

UN
- FAO, IFAD, IOM, UNFPA,WFP

Implementing partners:
- Rural Advisory Services Jalal-Abad
- Foundation for Tolerance International Community Development Alliance
- Centre for Gender Studies
- Alliance for Budget Transparency
- National M&E Network
- Social Technologies Agency
- Innovative Solutions
- National Federation of Female Communities of Kyrgyzstan (NFFCK)
- AIDS Foundation East-West in the Kyrgyz Republic
- Women's Support Centre
- National Federation of Female Communities of Kyrgyzstan

Donors: Include only donors from the extended GTG.

Introduction:

The UN Women Europe and Central Asia Regional Office and UN Women in Kyrgyzstan are in the process of conducting the Country Portfolio Evaluation (CPE) of UN Women in Kyrgyzstan. The evaluation is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level.

This CPE shall serve as a primarily formative (forward-looking) evaluation to support the Country Office (CO) and national stakeholders' strategic learning and decision-making for the next Strategic Note (CO's main planning tool), due to be developed in 2017.

As part of the evaluation, UN Women is seeking the views and input of key stakeholders in relation to the CO's work. These views and input will help inform the evaluation findings and recommendations.

A team of consultants - Jo-Anne Bishop (Team Leader) and Lilia Ormonbekova (Evaluation Expert) - have been engaged to lead the evaluation and to collect and analyse feedback from key partners and stakeholders.

Thank you in advance for taking the time to participate in this survey which includes 17 questions and should take about 15-20 minutes to complete. Your feedback is very valuable to us and will help to inform UN Women's future work in advancing gender equality in Kyrgyzstan.

[Your role]

1. Which of the following best describes your organization? (Government entity; Bilateral donor/agency; Think tank/research; Community-based organization; other (please specify))

2. Can you briefly describe your role in advancing gender equality and women's empowerment in Kyrgyzstan? *(comment box)*

3. How frequently do you collaborate with UN Women CO in Kyrgyzstan *(very frequently, frequently, sometimes, rarely, never)*

4. Overall, how familiar are you with the work that UN Women does in Kyrgyzstan? (*very familiar, familiar, not very familiar, not familiar at all)*

[Relevance]

5. In your opinion, to what extent, overall, is the UN Women in Kyrgyzstan portfolio aligned with national policies? *(fully aligned, mostly aligned, partially aligned, very limited alignment, none)*
Please feel free to elaborate further (add comment box)

6. In your opinion, to what extent, overall, is the UN Women in Kyrgyzstan portfolio aligned with international human rights norms? *(fully aligned, mostly aligned, partially aligned, very limited alignment, none)*
Please feel free to elaborate further (add comment box)

7. The UN Women Country Office in Kyrgyzstan is relevant in the country and making a difference. (*strongly agree, agree, neither agree nor disagree, disagree, strongly disagree, unsure)*
Please feel free to elaborate further (add comment box)

[Efficiency]

8. UN Women consistently delivers high quality programmes and projects in the country. (*strongly agree, agree, neither agree nor disagree, disagree, strongly disagree, unsure)*
Please feel free to elaborate further (add comment box)

9. In your opinion, to what degree does the Country Office have access to the necessary skills, knowledge and capacities needed to deliver to portfolio? (*fully; mostly; somewhat limited; very limited; unable to comment*)
Please feel free to elaborate further (add comment box)

10. How effective has UN Women been in facilitating the engagement of civil society in normative processes (i.e. post 2015, Beijing +20 and contributing to human rights treaty body reporting)? (*highly effective, effective, somewhat effective, not effective, unsure)*
Please feel free to elaborate further (add comment box)

11. For entities/organizations that received/ have been directly receiving UN Women's technical, financial and other kind of support, how satisfied were/are you with the following (dropdown list):

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied	Not relevant to my organization's work
Technical expertise in Economic Empowerment						
Technical expertise in Ending Violence						
Technical expertise in Women, Peace and Security						
Technical expertise in National Planning and Budgeting						
Responsiveness (communications)						
Timeliness (disbursement and accounting of funds)						
Simplicity of administrative requirements						

Please feel free to elaborate further (add comment box)

12. What is UN Women's comparative advantage in this area of work compared with other entities and stakeholders? Are there areas where UN Women should/should not be working, given the mandate, role and expertise of other organization? *(comment box)*
Please feel free to elaborate further (add comment box)

[Effectiveness]

13. Based on your working relationship, how would you assess UN Women's work in the following areas *(drop down box):*

	Highly effective	Effective	Somewhat effective	Not Effective	Unable to comment
Women's Economic Empowerment					
Ending Violence against Women and Girls					
Women, Peace and Security (incl. UN Security Council Resolution 1325)					
National Planning and Budgeting					
UN Coordination in areas related to Gender Equality					

Normative Support (e.g. support to CEDAW, Beijing Platform for Action)					

Please feel free to elaborate further (add comment box)

14. Have you been involved in the design of UN Women programme interventions? If yes, kindly describe the type(s) of involvement and which of them was/were the most effective, in your opinion. *(comment box)*

15. If you have been involved in providing technical assistance together with UN Women in one or few of these (*Technical expertise in Economic Empowerment Technical expertise in Ending Violence Technical expertise in Women, Peace and Security Technical expertise in National Planning and Budgeting)*, kindly describe which technical assistance interventions, in your opinion, were the most effective.

16. What further role would you like to see UN Women having in Kyrgyzstan?

17. Please rank on a scale of 1 to 5 (with 1 been the most important) your areas of focus that UN-Women should prioritize in its next Strategy for 2018-2021.
    ☐ *Providing policy analysis and recommendations*
    ☐ *Providing technical support and policy advice*
    ☐ *Delivering its own programme and projects*
    ☐ *Supporting the development of national and local capacity*
    ☐ *Supporting United Nations performance and accountability on gender equality and women's empowerment*
    ☐ *Ensuring the adoption and implementation of norms and standards on gender equality and women's empowerment*
    ☐ *Advocacy and campaigns*
    ☐ *Convening and networking*
    ☐ *Research and evidence creation*
    ☐ *Knowledge dissemination*
    ☐ *Connecting people and institutions to knowledge*
    ☐ *Other (Please add)*

18. How would you like to strengthen your relationship with UN Women? *(comment box)*

Thank you very much for participating in this survey.

Collective Rights Holders Survey

Proposed Respondents:
- UNiTE network
- Trust Fund NGOs (Fund for Gender Equality (FGE); AIDS Foundation East-West 2017-2019; EVAWG Trust Fund; National Federation of Female Communities of Kyrgyzstan 2015-2016)
- Civil Society Advisory Group

Introduction:

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evaluation is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level.

This CPE shall serve as a primarily formative (forward-looking) evaluation to support the Country Office (CO) and national stakeholders' strategic learning and decision-making for the next Strategic Note (CO's main planning tool), due to be developed in 2017.

As part of the evaluation, UN Women is seeking the views and input of its partners in relation to the CO's work. These views and input will help inform the evaluation findings and recommendations.

A team of consultants - Jo-Anne Bishop (Team Leader) and Lilia Ormonbekova (Evaluation Expert) - have been engaged to lead the evaluation and to collect and analyse feedback from key partners and stakeholders.

Thank you in advance for taking the time to participate in this survey which includes **16** questions and should take about **15-20** minutes to complete. Your feedback is very valuable to us and will help to inform UN Women's future work in advancing gender equality in Kyrgyzstan.

[Your role]

1. Can you briefly describe your role in advancing gender equality and women's empowerment in Kyrgyzstan? *(comment box)*

2. How frequently do you collaborate with UN Women CO in Kyrgyzstan *(very frequently, frequently, sometimes, rarely, never)*

3. Overall, how familiar are you with the work that UN Women does in Kyrgyzstan? (*very familiar, familiar, not very familiar, not familiar at all)*

[Relevance]

4. In your opinion, to what extent, overall, is the UN Women in Kyrgyzstan portfolio aligned with national policies? (*fully aligned, mostly aligned, partially aligned, very limited alignment, none)*
Please feel free to elaborate further (add comment box)

5. In your opinion, to what extent, overall, is the UN Women in Kyrgyzstan portfolio aligned with international human rights norms? (*fully aligned, mostly aligned, partially aligned, very limited alignment, none)*
Please feel free to elaborate further (add comment box)

6. The UN Women Country Office in Kyrgyzstan is relevant in the country and making a difference. (*strongly agree, agree, neither agree nor disagree, disagree, strongly disagree, unsure)*
Please feel free to elaborate further (add comment box)

[Efficiency]

7. UN Women consistently delivers high quality programmes and projects in the country. (*strongly agree, agree, neither agree nor disagree, disagree, strongly disagree, unsure)*
Please feel free to elaborate further (add comment box)

8. In your opinion, to what degree does the Country Office have access to the necessary skills, knowledge and capacities needed to deliver to portfolio? (*fully; mostly; somewhat limited; very limited; unable to comment*)
Please feel free to elaborate further (add comment box)

9. Does UN Women provide your organization with useful information, data, knowledge and support to participate in regional /global networks or any other support? If yes, kindly note examples in the comment box. *(comment box)*
   Please feel free to elaborate further (add comment box)

10. How effective has UN Women been in facilitating the engagement of civil society in normative processes (i.e. post 2015, Beijing +20 and contributing to human rights treaty body reporting)? (*highly effective, effective, somewhat effective, not effective, unsure*)
    Please feel free to elaborate further (add comment box)

11. If you work with other UN entities, what is UN Women's comparative advantage in this area of work compared with other UN entities? Are there areas where UN Women should/should not be working, given the mandate, role and expertise of other organization? *(comment box)*
    Please feel free to elaborate further (add comment box)

[Effectiveness]

12. Based on your working relationship, how would you assess UN Women's work in the following areas (Dropdown list):

	Highly effective	Effective	Somewhat effective	Not Effective	Unable to comment/ not relevant to the work of my organization
Women's Economic Empowerment					
Ending Violence against Women and Girls					
Women, Peace and Security (incl. UN Security Council Resolution 1325)					
National Planning and Budgeting					
UN Coordination in areas related to Gender Equality					
Normative Support (e.g. support to CEDAW, Beijing Platform for Action)					

Please feel free to elaborate further (add comment box)

13. Have you been involved in the design of UN Women programme interventions? If yes, kindly describe the type(s) of involvement and which of them was/were the most effective, in your opinion. *(comment box)*
    Please feel free to elaborate further (add comment box)

14. If you have been involved in providing technical assistance together with UN Women in one or few of these (*Technical expertise in Economic Empowerment; Technical expertise in Ending Violence Technical expertise in Women, Peace and Security Technical expertise in National Planning and Budgeting)*, kindly describe which technical assistance interventions, in your opinion, were the most effective.

15. What further role would you like to see UN Women having in Kyrgyzstan?

16. Please rank on a scale of 1 to 5 (with 1 been the most important) the areas of focus that UN-Women should prioritize in its next Strategy for 2018-2021.
    - ☐ *Providing policy analysis and recommendations*
    - ☐ *Providing technical support and policy advice*
    - ☐ *Delivering its own programme and projects*
    - ☐ *Supporting the development of national and local capacity*
    - ☐ *Supporting United Nations performance and accountability on gender equality and women's empowerment*
    - ☐ *Ensuring the adoption and implementation of norms and standards on gender equality and women's empowerment*
    - ☐ *Advocacy and campaigns*
    - ☐ *Convening and networking*
    - ☐ *Research and evidence creation*
    - ☐ *Knowledge dissemination*
    - ☐ *Connecting people and institutions to knowledge*
    - ☐ *Other (Please add)*

Please feel free to elaborate further (add comment box)

17. How would you like to strengthen your relationship with UN Women? *(comment box)*

Thank you very much for participating in this survey.

UN WOMEN

Country Portfolio Evaluation of Kyrgyzstan Strategic Note (2015-2017)

Case Study Report:

Gender in Society Perception Study

Date of this version	3 July 2017
Version number	Version 1.0
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Introduction

Purpose and Objectives

This case study is part of the UN Women Country Portfolio Evaluation (CPE) of UN Women's Strategic Note (2015-2017). In line with stakeholder expectations and needs, the purpose of this Case Study is to provide an independent assessment of the performance of the "Gender in Society Perception Study" (GSPS).

The GSPS is a strategically important joint programme with IOM and UNFPA, led by UN Women within the framework of the joint programme "Building the evidence base to facilitate responsive gender policy and programmes for equality and lasting peace in Kyrgyzstan". The programme was implemented in partnership with the Ministry of Labour and Social Development and the National Statistical Committee of the Kyrgyz Republic. The GSPS programme aims to strengthen policy making and programming to ensure gender equality and inclusive peacebuilding through the generation of evidence and strengthened capacity of national institutions and academia in gender-sensitive data collection, analysis, and conflict research.

As set out in the CPE Terms of Reference, the main objectives of this Case Study are to:

- ⮱ Assess the extent to which the GSPS project's objectives are consistent with and relevant to the priorities and policies of the donor and relevant to the needs of the target group.
- ⮱ Support accountability towards the donor, host country authorities and stakeholders, and contribute to organizational learning.

> In line with the CPE Inception Report, this case study includes the following components: 1) an overview and deeper analysis of the summative findings from the main CPE report related to the GSPS; 2) examination of good practices and lessons learned from the GSPS; 3) identification of opportunities for follow-up of the GSPS and specific forward-looking recommendations for the UN Women Kyrgyzstan Country Office and its partners.

Approach and Methods

Whilst many of the results and lessons learned of the GSPS programme are addressed within the summative and formative analyses of the CPE, this Case Study provides an opportunity for deeper analysis and inclusion of more specific findings and lessons learned related to the programme.

This Case Study assesses results and progress of the GSPS programme based on the five evaluation criteria used in the CPE including: relevance, effectiveness, efficiency, sustainability and human rights/gender equality. Its scope is both summative and formative and includes the identification of lessons learned and recommendations for future programming

The analysis in this case study is based on a comprehensive portfolio review of broader strategic documents and GSPS-specific programme documents (see Annex D of the CPE) as well as 40 semi-structured interviews and 14 focus group discussions with 221 stakeholders (221 female and 84 male)

including the UN Women project management team; the UN partner (IOM and UNFPA) agencies; implementing partners (National Statistical Commission); and the national and field level researchers involved in both the qualitative and quantitative components of the programme. The methods of data collection and analysis are described in further detail in the CPE report (see Section 5 in Part I).

Background and Context

In its 2015-2017 Strategic Note, the UN Women Kyrgyzstan Country Office noted that the lack of gender-disaggregated data, the low national capacity to collect and analyse gender-related data as well as the absence of academic analytical gender research has led to misperceptions and wrong interpretation of gender issues in the country. The Strategic Note also highlighted the need for credible, evidence-based data in order to analyse how changes in society occur at individual and community levels and how to address them through UN Women programming. In response to these knowledge gaps, the proposed scope of the study therefore included examining attitudes towards traditional gender roles, household economics and involvement in community institutions. Analyses of migration patterns and gender inequality, including gender-based violence and risk of youth involvement in criminal enterprises were also studied.

As stated in the GSPS project document formulated at the end of 2014,[15] external migration, especially that of young people; decay of family, social and neighbourhood support structures; and lack of perspectives, among other, exacerbate the symptoms of gender inequality in Kyrgyzstan. Young women-migrants from Kyrgyzstan often become victims of human trafficking, including in prolonged conflict zones, such as Syria. The rise of early marriages not only contributes to worsening of gender equality situation, but also prevents larger number of actors from being involved into conflict resolution and peacebuilding efforts. Despite good legislation and national gender mechanism established in the country, there are persisting efforts by various actors to challenge these gains.

In this regard and taking into account the fact that at the time of the GSPS design "no comprehensive study existed seeking to understand the sources of these problems and prevailing gender practices which may contribute to them", UN Women, UNFPA and IOM decided to undertake the Study in order to provide actors engaged in promoting gender equality in Kyrgyzstan with credible and evidence-based data for policy- and decision-making.

Programme Description

The GSPS was approved by the Peacebuilding Fund's Gender Promotion Initiative, to be implemented through its 18-month Immediate Response Facility, with the following duration and budget distribution: from 1 April 2015 till 30 September 2016; total budget of $630,000 (UN Women share: $341,000; IOM: $41,000; UNFPA: $248,000) with UN Women providing additional $70,000 in-kind.
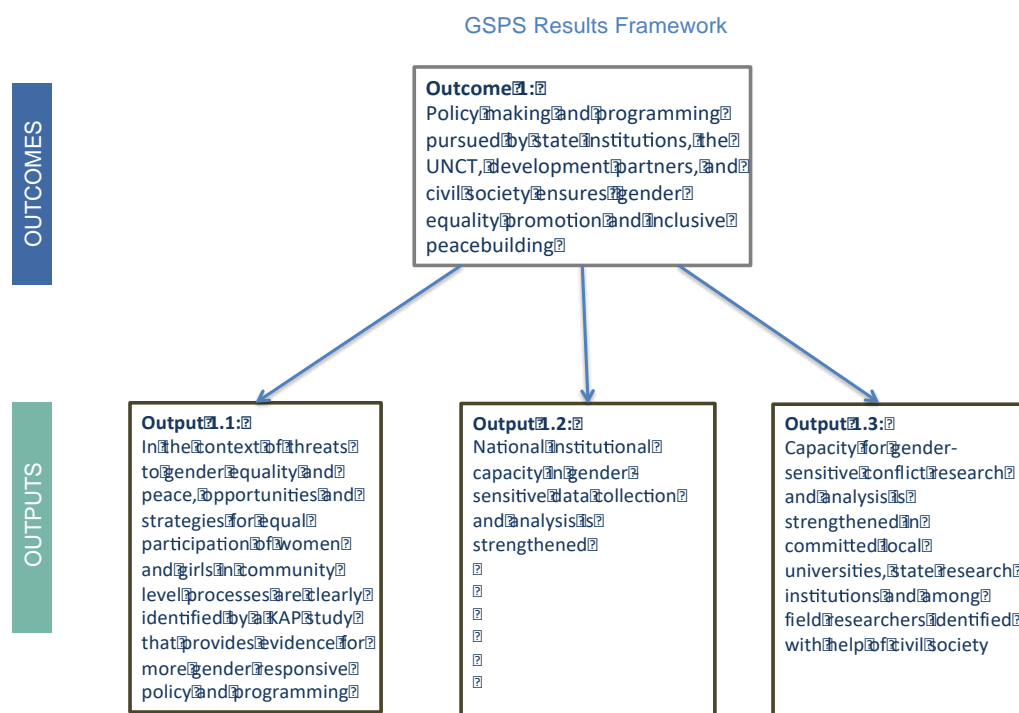
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[15] Project document "Building the evidence base to facilitate responsive gender policy and programmes for equality and lasting peace in Kyrgyzstan", accessed at http://mptf.undp.org/factsheet/project/00094616

The overarching goal of the GSPS was to strengthen efforts to empower women and girls and eliminate threats to gender equality through the clear identification of risk factors and opportunities for gender mainstreaming in community peacebuilding and to strengthen capacities among government, UN agencies, and NGOs for improved and gender-responsive policies and programming.

The Programme's Results Framework included one outcome and three outputs (see Figure 1 below). The main outputs were as follows:

- Threats to gender equality and peace are identified for more gender responsive policy and programming;
- National institutional capacity in gender sensitive data collection and analysis is strengthened;
- Gender-sensitive research capacity is strengthened among universities, state researcher institutions and researchers.

GSPS Results Framework

OUTCOMES

Outcome 1:
Policy making and programming pursued by state institutions, the UNCT, development partners, and civil society ensures gender equality promotion and inclusive peacebuilding

OUTPUTS

Output 1.1:
In the context of threats to gender equality and peace, opportunities and strategies for equal participation of women and girls in community level processes are clearly identified by a KAP study that provides evidence for more gender responsive policy and programming

Output 1.2:
National institutional capacity in gender - sensitive data collection and analysis is strengthened

Output 1.3:
Capacity for gender-sensitive conflict research and analysis is strengthened in committed local universities, state research institutions and among field researchers identified with help of civil society

Whereas the GSPS ended in September 2016, the final UN Women qualitative research reports are to be finalized by UN Women by the second quarter of 2017.[16] The reports cover the following four pillar areas: 1) women's political participation; 2) women's economic empowerment; 3) early marriages and kidnapping for marriage; 4) gender aspects of migration and 5) women and religious radicalization.

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[16] At the time of the CPE, the final pillar research reports on migration and religion were still pending.

Partner Agencies

Table 1: Outcome areas, lead agencies and activities

Outcome 1: Policy making and programming pursued by state institutions, the UNCT, development partners, and civil society ensures gender equality promotion and inclusive peacebuilding		
Output areas	**Lead agencies**	**Main activities**
1. In the context of threats to gender equality and peace, opportunities and strategies for equal participation of women and girls in community level processes are clearly identified by a KAP study that provides evidence for more gender responsive policy and programming	UN Women	1. To design and validate quantitative research objectives and plan 2. To carry out KAP survey and analyze data 3. To integrate data from KAP (quantitative and qualitative research) into complete report and policy brief 4. To present and disseminate findings from GSPS among partners and to general public 5. To organize workshops with government and NGOs for integration of GSPS into organizational strategy and programming
2. National institutional capacity in gender -sensitive data collection and analysis is strengthened	UNFPA	1. To train National Statistical Committee (NSC) staff in gender sensitive research methodology and confidentiality 2. NSC to participate in collection and analysis of KAP data 3. NSC to contribute to presentation of GSPS findings and integration into national strategic planning
3. Capacity for gender-sensitive conflict research and analysis is strengthened in committed local universities, state research institutions and among field researchers identified with help of civil society	IOM, UN Women	1. To select Research Working Group from four national universities and state research institutions, to train them in gender-sensitive research methods, and facilitate five working meetings 2. To carry out qualitative research component 3. Research Working Group to compile and analyze qualitative data for integration into overall GSPS findings

Key Findings

Relevance

Finding #1: In its design, the GSPS was highly relevant to peacebuilding priorities; it responded to key emergent trends and was well-aligned with recommendations of international human rights treaty bodies and national priorities and strategies.

The GSPS is aligned with the Peace Building Fund (PBF) priority area 2: "promote coexistence and peaceful resolution of conflicts, conflict prevention/management" and linked with Impact Area 3 (Ending Violence against Women) of UN Women's 2015-2017 Strategic Note. This project was also designed to addresses the urgent gendered aspects of peacebuilding expressed in PBF objectives, the 7-Point Action Plan on Gender-Responsive Peacebuilding, and the National Action Plan on Security Council Resolution 1325.[17]

In its project design, the GSPS aimed to address a number of key trends such as: a) underrepresentation of women in government and key decision making bodies at all levels; b) social norms that undermine GEWE/traditionalist patriarchal attitudes and stereotypes[18]; c) declining economic activity among women; d) increasing labour migration, e) rising violent extremist and prevalence of bride kidnapping and early marriage.

The Study is premised on the rationale that "establishing a gender-equal peace requires a clear understanding of the preconditions for and threats to it, which is currently lacking" as, at the time of the project design, there no comprehensive studies examining the sources of these problems and exacerbating factors existed. The GSPS was therefore designed to fill an important evidence gap by providing "a convincing and reliable source of information on risk factors for gender inequality and threats to inclusive peacebuilding" and by "directly supporting government policymakers to integrate these new data into future plans."[19]

The GPSP programme also aligns with concluding observations of treaty bodies, which underscore the need for greater evidence on root causes of gender equality and policy responses (even though these were not always mentioned by UN Women in its Project Document and reporting). See the section on Human Rights/Gender Equality for further detail.

An important aim of the Study was to support implementation of UN Security Council Resolution 1325 (UNSCR 1325) and other Resolutions on Women and Security, such as Resolution 2122, by "increasing capacity for national actors to identify and analyze the gendered aspects of community-level conflict and threats to women's participation in peacebuilding, as well as by providing timely information and analysis about how women are affected by instability and conflict in Kyrgyzstan and their role in mitigating these threats to gender equality and peace."[20]

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[17] GSPS Project Document, 2014

[18] Source: GSPS reports, CEDAW COB, UNCT CCA, UN Women 2014-2017 Strategic Note

[19] GSPS Project Document, 2014

[20] Ibid.

Finally, the GSPS was designed to directly support the Kyrgyz government's NAP1325 and the National Strategy for Achieving Gender Equality, 2012-2020, by generating and disseminating information for the public and stakeholders, especially government and civil society, about urgent threats to women and girls in local conflicts and women's potential to create more peaceful communities. It was also envisaged that the study would directly inform the development of the National Strategy implementation plan for 2016-2018.

In this regard, the Study was designed to directly support national priorities and implementation of relevant international norms and treaty body recommendations as well as address important emergent trends and evidence gaps related to gender equality and women's empowerment.

Finding #2: Examining gender norms and inequality as a source of conflict was an important focus of the GSPS; however, the overall linkage between the five research pillar areas and conflict prevention and mitigation was not consistently reflected or articulated during programme implementation.

The 2016 Common Country Assessment highlighted that from a gender perspective, a good conflict analysis and post-crisis strategy should look at all powers relations, including gender norms and beliefs as reinforced notion of masculinity, manhood, and patriarchal norms can be enabling factors for armed conflict and violence. The assessment also noted that the post conflict analysis and peacebuilding process in Kyrgyzstan has focused more on the impact of conflict on women, but very little on gender norms as a possible trigger of the conflict to be addressed by working with men and women.

In this regard, the GSPS has been highly relevant to advancing the discourse on gender norms and conflict given its comprehensive focus in analysing a broad range of enabling factors. The positioning of the GSPS has also been important; however, in its implementation, this linkage has been limited. Although the project document stated that the GSPS would contribute to strengthening of women's participation in peacebuilding processes (through the National Action Plan on 1325) and the realization of relevant international commitments, this normative connection was absent in much of the work and the final research products have not been used to influence the second Action Plan.

Whilst there is strong quantitative data and qualitative analysis about gender perceptions and norms across the GSPS pillar reports, there is a lack of analysis about how these perceptions can serve as triggers of conflict or barriers to women's participation in conflict mitigation efforts.

Through consultation with a wide range of stakeholders, a number of potential reasons were presented for this disconnect. The first was an overall limited understanding about the peacebuilding aim and linkage of GSPS to gender-sensitive conflict analysis. A significant number of stakeholders confirmed that this GSPS objective was not adequately socialised among the participating researchers.

> *"The programme did not provide specific training on peacebuilding and did not communicate to researchers about this in an adequate way. The focus was more on creating gender-sensitive researchers and the peacebuilding focus got lost a bit along the way."*
>
> *GSPS Researcher*

Another contributing factor was that the programme did not provide specific training on peacebuilding and some of the researchers stated that they would have benefited from a more detailed overview about the broader women, peace and security agenda relevant to the GSPS.

The positioning of the programme also had a contributing effect on the peace and security linkages. For example, although the programme was included under UN Women's Strategic Note impact area on Ending Violence against Women and Girls (EVAWG), it was designed and funded as a Peacebuilding Fund programme and whilst the programme outcomes aimed at advancing peacebuilding efforts, during its implementation, opportunities for strengthening linkages with UN Women's other programmatic work on women, peace and security were missed.

Effectiveness

Finding 3: As a result of the GSPS programme, there is increased evidence about the perceptions and threats to gender equality and an increased cadre of researchers within the National Statistical Committee and academia with strengthened capacity to conduct gender-sensitive research.

The GSPS programme has yielded a comprehensive and high quality quantitative research report produced by the NSC that will provide important data to inform and influence the development and implementation of policy. After its publication, the quantitative data was already been used by parliamentarians to influence amendments to the law on bride kidnapping. UNFPA's decision to have the NSC lead and drive the quantitative research contributed to the quality and ownership of the final product.

Progress towards the completion of the qualitative research is also underway and it is expected that the last two of the qualitative pillar reports will be available and will provide further evidence to inform policy efforts. Available GSPS research findings have already been used during the 2016 Mid-term Review of UN Women's Strategic Note and development of the new UNDAF for 2018-2022 to inform future programming. Through use of this analysis, both UN Women and the UNCT have been able to ensure that its interventions address the root causes of gender inequality and poverty.

The project also resulted in increased national institutional capacity of 117 NSC researchers to conduct gender-sensitive research. Gender-sensitive research capacity was also strengthened among universities, state research institutions and other researchers with 26 researchers capacitated.

Finding #4: The limited timeframe for implementation of the GSPS adversely affected the achievement of results particularly in terms of completing the qualitative research and achieving the intended policy outcome.

The most significant hindering factor was the limited timeframe for the GSPS joint programme, especially in light of the modalities chosen by UN Women to implement the programme which included direct coordination and oversight of more than 30 independent researchers which placed significant administrative demands on staff in managing their related contracts and drew attention and focus away from the overall coordination of the programme. As a result, integration and inter-linkages across the project components were reduced and opportunities for joint analysis of qualitative and

quantitative data were missing which will require additional efforts to bring together the final research in a way that maximised the value and use of evidence within each component.

The limited timeframe of the programme also resulted in reduced time and opportunities to engage more directly with policy makers and to socialize the emerging findings more widely with government, the UNCT, parliamentarians, civil society and development partners in order to influence and inform the development of policies and priorities. In addition to this, most stakeholders felt that the final products are not yet in a form that supports policy outcomes.

The unrealistic timeframes put significant time pressures on the researchers and in some instances, influenced the quality of the research deliverables. For example, two reports had to be re-worked due to their lower quality level which was due largely to the compressed timelines the researchers faced and the limited time for analysis of the collected data.

Programme activities started three months later than planned (April 2015 instead of January), with an estimated end date being end of June 2016, which proved to be difficult and, subsequently, a no-cost extension was granted by PBF till the end of September 2016. Whereas most of the programme targets have been achieved, the expected policy-related outputs were not been met by the end of the programme. Thus, UN Women has allocated its own funds to finalize a number of papers: politics pillar report, economics pillar report, VAWG pillar report, summary report by principal Investigator, and quantitative report, that have been drafted by the time of CPE, whilst the reports on migration and religion are being finalized.

Finding #5: Under the GSPS, there were varying levels of expertise, capacity and knowledge and the qualitative component would have benefitted from a mentoring approach as was applied during the quantitative research

A significant challenge of the GSPS qualitative research was the recruitment of researchers with the necessary background and expertise in gender, peacebuilding, research ethics and social science. Finding all of these requisite skills proved to be difficult, particularly among the field researchers, and as a result, the background of researchers was mixed and competencies ranged.

Some of the research experts under the qualitative component had strong subject matter expertise in the area of gender equality and women's empowerment. For example, two of the Quality Control Supervisors (QCS) were feminist scholars with strong expertise (including a number of publications) related to the specific pillar area they were leading. One QCS was a social scientist with gender-related experience and three of the Field Researchers were civil society activists with strong gender-related expertise but less experience in research.

Another particular challenge was the availability of the researchers as many of them came from academia and were only available for the summer months or part-time the rest of the year. This created both challenges in terms of turnover and the inability of the lead researchers to remain involved until the end of the programme.

Within the quantitative component, the NSC addressed this challenge through the organisation of follow-up training for researchers who joined later and also using a mentoring approach which paired new researchers with more experienced and trained ones. In addressing the capacity and turnover

issues within the qualitative component, the use of similar strategies would have helped to address knowledge and capacity gaps within the short timeframe of the programme.

Finding 6: As a joint programme, the GSPS harnessed and build upon the specific mandate and technical expertise of each agency; however, throughout the implementation of the programme, integration between the components was limited.

In its design, the GSPS project components were informed by the mandate, technical area of expertise and priorities of the participating agencies. For example, UNFPA's mandate and role in supporting national capacity in data production and analysis in order to inform decisions and policies in relation to maternal health, sexual and reproductive health and gender-based violence, combined with its long-withstanding partnership with the National Statistical Committee positioned it well to contribute to the quantitative research component of the GSPS.

For IOM, its strategic focus on advancing understanding of migration issues and its expertise in analyzing the impact of economic pull factors and migration on gender equality as well as its experience in trafficked victim protection measures and confidential collection and processing of data, enabled it to bring important knowledge to inform the migration-related components of the programme and support Do-No-Harm approaches.

UN Women's role and contribution was based on its strong gender equality and women's empowerment mandate as well and its experience in promoting gender-inclusive peace and equality through past PBF programming and its extensive network of NGO partners in every province.

Whilst the GSPS was able to effectively harness the expertise and mandates of each organisation, and create clear lines of responsibility for each agency within the different project components, a number of stakeholders felt that the project lacked an integrated approach. An example of this was in the analysis of the research findings and the application of mixed methods. Because the quantitative data was first produced, it was expected that the qualitative research reports would integrate the quantitative data but this has not yet effectively happened across most of the pillar reports. This is due to the fact that there time for joint analysis and opportunities for interaction between the NSC and UN Women researchers were limited mainly due to the tight timeline for implementation. As a result, it proved difficult to produce a final synthesis report combining both research components.

Efficiency

Finding #7: The efficiency of the programme was considerably challenged by a limited number of dedicated staff and an inadequate level of organizational experience in implementing such large-scale research.

The management structure of the programme included a project coordinator from UN Women and focal points from UNFPA and IOM. UN Women and IOM implemented the programme directly, whereas UNFPA selected NSC as implementing partner for its output. UN Women's implementation modality mainly implied hiring, coordination and oversight of more than 30 independent researchers, as well as providing joint reporting to the donor. It is evident from stakeholders' interviews that such a modality placed significant administrative demands on staff in terms of managing the researchers' contracts, and drew attention and focus away from the overall coordination of the programme. As a

comparison, the implementation modality chosen by UNFPA, which involved a project implementation unit with a project manager and two assistants based at the NSC, significantly eased UNFPA's administrative workload and allowed its staff to focus more on the thematic content of the research.

Data and opinions obtained throughout the CPE process showed that UN Women's capacity to implement its outputs was significantly challenged by a very limited number of staff (one person). As mentioned above, the administrative burden of managing such a large programme within a limited timeframe, also affected overall coordination and communication within the programme. It also often resulted in unclear communication messages about the directions, which put the implementation on hold. Moreover, very complex research goals and the fact that UN Women lacked previous experience of managing large-scale research projects, often posed difficulties for researchers in specifying research details and achieving consensus on themes and methodology.

The fact that researchers came from different backgrounds and had mixed capacity levels often prevented the output progress: as an example, it took the individuals involved a very long time (3 months) to grasp a data analysis tool – MaxQDA – and many stakeholders agreed that it could have been done differently and with less costs. A significant number of them also felt that the number of interviews could have been less, as it was possible to see trends from the smaller number and have more time for data analysis and report drafting.

Therefore, many stakeholders agreed that a programme of a short duration would have been more efficient, if it was outsourced to an entity with a solid research and policy advice experience. Whilst efforts were made by UN Women to outsource logistical arrangements, such as organizing transport in the south and in the north separately for field researchers during data collection phase; using event management company on logistical arrangements across all trainings and workshops and for the final conference; and hiring a transcription company with a pool of transcribers for transcribing audio recordings of collected data, given the volume of the data collected and a limited timeframe; the overall burden of such a complex programme for one person over an 18 month period involving the management of a large number of contracts and joint programme coordination was immense and the modality was not conducive to ensuring the full achievement of results within this context.

As for the monitoring and evaluation, the programme had a complex M&E system with quality assurance roles assigned. Reporting to the donor was timely and in compliance with requirements.

The programme achieved a delivery rate of 97% as of its end date, however, due to the fact that UN Women's component was not finalized on time, the CO allocated additional funding for this purpose. Looking at the efficiency of investments across outputs, it is evident that UNFPA component ($248,000) achieved its targets in a more efficient manner, while UN Women spent 30% more funds ($411,000) and experienced significant challenges in delivering the outputs.

Sustainability

Finding 8: The decision to engage the National Statistical Committee as an implementing partner responsible for leading the qualitative research component of the GSPS contributed to increased institutional capacity and ownership; where there was a lack of government involvement, ownership over the research findings is limited.

Among NSC researchers, it was generally agreed that the programme's focus on generating increased evidence about gender perceptions in society (GSPS) has enabled researchers to apply a gender lens to data collection and analysis. There are also indications that many of the researchers are likely to continue applying this knowledge in the research they are conducting outside of the programme.

Knowledge is also likely to be institutionalised within the NSC due to the fact that one of the lead researchers was an employee of the NSC who spent her free time to be involved with the project. Another contributing factor to institutionalised knowledge is that whenever there were trainings held related to the study, NSC staff also attended and were able to increase their capacity in gender-sensitive data collection. Because the quantitative data produced by NSC is now official data, this will also directly contribute to greater ownership over the results.

> *"This work enabled me to gain gender knowledge and my capacity is much higher now. My trainer skills also increased so that I can share my knowledge with others."*
>
> *GSPS Researcher*

Although a Stakeholder Advisor Group was established under the programme and involved in signing off on proposed research methods and tools, many interviewed stakeholders felt that this Group should have been more deeply involved throughout all phases of the implementation process, particularly for the qualitative research. Many stakeholders pointed out that this has already hindered ownership of government over the research products and will adversely affect policy advancements unless greater efforts are made to engage government and civil society stakeholders.

Finding 9: The right products are not yet in place to affect the policy work. Greater investment is needed to achieve and sustain these results.

Finalization of reports under UN Women's outputs have been hampered by organizational constraints noted earlier, which has significantly affected translation of research findings into policies at the present time. Whereas many stakeholders agreed that the qualitative reports contain extremely interesting data, the development context in the country is very dynamic and data becomes outdated very quickly. It has been noted, for instance, that within the 8-9 months since the end of the programme, quite a number of related quality analytical works by other entities were published and widely shared among interested parties.

Moreover, there are indications that UN Women's partners involved in decision-making in different thematic areas directly relevant to the qualitative reports, were not sufficiently involved into the design, implementation and finalization of products, which greatly undermined national ownership of the outputs led by the CO. Subsequently, the level of participation at process-related and closure events did not appear fully representative and there was insufficient interest from stakeholders, especially from the government, to use the preliminary findings for policy formulation.

> *"This is a perception study – so perceptions will not translate into anything unless there is analysis. Linking between perception and policy – this is the challenge".*
>
> *GSPS Researcher*

In addition, it is evident, that regardless of delays in implementation of the programme, the knowledge

management strategy was not adequately thoughtout. Whereas most of the events took part in the capital, investing into regional outreach would have been more beneficial, both in terms of strengthening partnerships with local executive institutions and academia and ensuring country-wide dissemination of preliminary findings. The Office could have used best practices of its other products, such as UNiTE, to share findings in an innovative way, and reach wider audience through translating key messages in the local languages. As for the outreach to policy makers who are often pressured by multiple tasks and cannot allocate time for reading long descriptive texts, it would have been useful to share information in shorter and user-friendly formats, such as graphs with short analyses and recommendations.

Human Rights and Gender Equality

Finding 10: The GSPS aimed to tackle underlying causes of inequality and to support implementation of human rights treaty body norms and recommendations; however greater normative linkages and participation of duty bearers and rights holders in the implementation of the programme is needed.

The GSPS was designed to provide broad-ranging evidence about the underlying causes of inequality and to support the development of policies to tackle patriarchal attitudes and advance social norm change.

In its design, the GPSP programme was also aligned with concluding observations of treaty bodies, which underscored the need for greater evidence on root causes of gender equality and policy responses. These include:

⮞ CEDAW Concluding Observations (2015) - Conduct research to better understand and address harmful practices; patriarchal attitudes & stereotypes including child marriage and bride kidnapping
⮞ Human Rights Committee, (International Covenant on Civil and Political Rights) Concluding Observations (2024) - Adopt a comprehensive approach to prevent and address all forms of VAW, including bride kidnapping, spousal rape and domestic violence.

The Study was aimed to support implementation of UN Security Council Resolution 1325 (UNSCR 1325) and other Resolutions on Women and Security, such as Resolution 2122, by "increasing capacity for national actors to identify and analyze the gendered aspects of community-level conflict and threats to women's participation in peacebuilding, as well as by providing timely information and analysis about how women are affected by instability and conflict in Kyrgyzstan and their role in mitigating these threats to gender equality and peace."[21]

As mentioned previously, in its implementation, there was a disconnect with normative work and linkages to women, peace and security were not captured across the pillar reports and opportunities to use the Study to influence the development of the National Action Plan on UN Security Council Resolution 1325 were not pursued due to time constraints and unavailability of the qualitative data..

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[21] Ibid.

A number of GSPS stakeholders also felt that participation of key stakeholders was somewhat limited and that, with the exception of NSC, not all partners were fully engaged to the extent that they needed to be, such the Ministry of Labour and Social Development and the Ministry of Religious Affairs. Stakeholders not involved in the programme implementation highlighted that more opportunities are needed to raise awareness among rights holders and duty bearers about the research findings and to use discussions about the findings as a platform for civil society to contribute to policy reform.

Lessons Learnt

1. **Projects with such scale and intensity require longer timeframes**. The GSPS timeframe of 18 months was too short for a complex and multi-faceted programme with multiple partners and intended policy results. More time was needed for such a demanding project and finding modalities to maximize efficiency and effectiveness is also critical to achieving good results.

2. In instances where Country Offices are involved in implementing complex and multi-faceted programmes in thematic areas where in-house knowledge is limited (either by time or capacity), **engagement of the Regional Office thematic advisors during design and initial implementation can play an important role in helping to establish effective strategies and approaches for programming**, particularly in the case of research projects.

3. In larger, complex and joint programmes like the GSPS, **gender experts should be included throughout all phases of the programme** and where there is turnover or limited capacities, refresher training should be considered. Engaging new experts is important but can be risky with short term projects; therefore, use of a mentoring approach is an effective strategy for mitigating this risk.

4. Despite an increasing need for resources, **the CO should realistically assess its capacity on implementing projects implying new areas and themes**. In anticipation of resource mobilization pressure, staff should have more exposure to new areas and knowledge sharing, including with other development organizations and large variety of stakeholders, so that there is at least a minimum capacity level in the office, should it receive funding for an innovative project.

5. For projects focused on delivering changes in capacity levels, it is important to **ensure that baseline data is collected through pre- and post- capacity level assessments and pre- and post- training evaluations to capture changes in knowledge levels**.

Conclusions and Forward-looking Recommendations

The GSPS has been a highly relevant programme designed to produce broad ranging evidence to identify and address gender norms and ineqality as a source of conflict. Whilst in its design, the programme was aligned national priorities, strategies and human rights treaty body recommendations, in its implementation, the normative link to peacebuilding and conflict-prevent was limited.

An important result of the GSPS will be the comprehensive quantitative and qualitative evidence available to inform and influence policy implementation. The ability of the project to complete all components of the programme on time have been affected by the ambitious nature of the GSPS and its limited timeframe for implementation. As a result, the project is unlikely to fully delivery on its policy outcomes and additional measures will be needed to build further on programme results and ensure that the GSPS research products are used to influence and inform policy-based advocacy; that there is a greater investment in communications products and processes; and that broader and more inclusive platforms exist to convene actors and use them as agents of change (including peer educators and youth).

Given the significant investment in the GSPS, increased efforts are now needed to ensure that the evidence can be used to support policy advocacy efforts across the five pillar areas. There is a need for wider socialization of findings, particularly at the local level, and the production of succinct policy briefs and communication materials with key messaging in order to equip gender equality activists and champions (including the youth activists and men and boys) in advocating for change.

The evaluation team has identified six forward-looking recommendations aimed at supporting the UN Women Country Office to follow-up on the findings from this Case Study:

1. Finalise and publish all five GSPS pillar report by September 2017:
    ➲ This should be done with guidance and quality assurance support from the Regional Advisor on Women, Peace and Security from the UN Women ECA Regional Office and other UN Women thematic advisors as needed;
    ➲ Publish the reports as independent research reports commissioned under the GSPS project with support from UN Women;
    ➲ Complete the anonymisation of raw data and make available to the research community in order to equip them with knowledge and information to support their sustained involvement in gender-based research;

2. Produce thematic infographic policy briefs for the six pillar areas that highlight the key quantitative and qualitative findings and policy recommendations;

3. Develop a sixth policy/evidence brief that draws on the evidence and findings from all reports and analyzes the gendered aspects of community-level conflict and threats to women's participation in peacebuilding, and highlights the important role of women in mitigating these threats to gender equality and peace.
    ➲ Include examples of women's contribution to community conflict prevention and resolution could by drawn from UN Women's "Livelihoods through Participation and Equal Access to Water" programme as well as other PBF projects.
    ➲ Use the policy/evidence brief to support and inform the development of future PBF projects;
    ➲ Organise a UNCT discussion with agencies involved in peacebuilding programme to discuss the GSPS findings and in particular gendered aspects of community-level conflict.

4. Develop communications materials with key messaging related to each of the pillar areas to support policy-based advocacy efforts by networks and platforms such as UNiTE;

5. Organise thematic expert-led roundtables for each of the five pillar areas to be hosted in cooperation with relevant ministries to present the quantitative and qualitative GSPG findings and discuss the main policy recommendations;
   ⮌ Include as the target audience relevant government officials, the Parliament Form of Women MPs, civil society, academia, UNCT and other international actors;
   ⮌ Consider organising similar events in cooperation with Local Self Governments at the local level where demand is high.

6. In the next 2018-2022 Strategic Note, there is a need to identify clear entry points, platforms and partnerships for using the GSPS evidence to advance UN Women's policy/normative work. For example, the Action Plan on preventing violent extremism could provide an important opportunity to bring important evidence about gender norms and perceptions related to this area and to influence policy actions. The evidence will also be important for UN Women's operational work, particularly its programme interventions aimed at influencing community-level social norm and behavioural change.