

UN Women
Country Portfolio Evaluation
Kazakhstan
Strategic Note 2016– 2020

Annexes

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Evaluation Team

Isabel Suarez, IES ECA Regional Evaluation Specialist

Magda Stepanyan, Independent International Evaluation Specialist

Maira Zeinilova, Independent National Gender Expert

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Annex 1: Case study: UN Women Kazakhstan CO's Engagement Modality with the Government of Kazakhstan

The UN agencies in Kazakhstan are largely dependent on the state funding as also indicated in the UNDAF evaluation report.¹ For the UN Women Kazakhstan CO (hereinafter the CO) this dependency is even more prominent as state funding remained its main source of funding for the whole period of its current Strategic Note 2016-2020 assessed in the context of this Country Portfolio Evaluation (CPE). It is, therefore, critical to review the engagement modality of the CO with the Government of Kazakhstan to reflect on the lessons learned and provide recommendations on how to maximize the value proposition of this partnership.

It should be noted that the CO is engaged with three national counterparts: (1) Ministry of Foreign Affairs, (2) Ministry of Economy, and (3) Ministry of Labour.

Unfortunately, the CO personnel did not manage to mobilize all their government partners to participate in this CPE, which represented a limitation to gather the perspective of several key stakeholders. The evaluation team could only interview the representatives of the Ministry of Economy. Without having the insights from the Ministry of Foreign Affairs and the Ministry of Labor, the perspectives of these stakeholders might not be sufficiently triangulated. Nevertheless, it is still worth to explore some specifics of the engagement modality based on the best available data.

This case study explored the following dimensions of the engagement modality: types of engagement, budget, duration of the engagement, number of interventions carried out, types of interventions and their linkages with the priority thematic areas as of AWP (not SN 2016-2020 as the SN remained largely irrelevant for the UN Women CO to guide its operations before and after 2018), governance mechanism, the CO financial contribution, and the risks under each engagement modality.

- ***UN Women CO financial contribution***

There is no direct financial contribution of the UN Women CO to the state-funded initiatives. Instead, that there is core funding from HQ in support of some critical functions in the CO and that these critical functions (for instance, the funding of the Head of Office) are utilized also for the implementation of the state-funded initiatives. Therefore, while there is no direct financial contribution from the UN Women CO but there is in-kind contribution to the state-funding interventions.

¹ UNDAF Kazakhstan 2010-2015

- **Types of engagement**

Largely, there are two main engagement modalities with the Government of Kazakhstan: (1) through Annual Voluntary Contributions (AVCs); and (2) through project funding.

1. Annual Voluntary Contributions (AVCs)

The AVCs are provided by the Ministry of Foreign Affairs of the Government of Kazakhstan. As the title suggests, this funding is on annual basis and is provided starting from 2017. The range of annual budget varies along 100-250.000USD, which is disbursed as eye marked funding.

As Table 1 below suggests, the AVCs covers targeted thematic intervention(s) as well as some administrative and indirect costs of the CO. The programmatic coverage of the AVCs suggests that for 2017 and 2018 the focus was on the promotion of localized SDGs in the region. In 2019, the focus was broadened significantly to include also advocacy and awareness raising along a rather broad spectrum, i.e. from SDGs to Beijing 25+, to HeforShe, to 16 days campaign. Also, for 2019 the funding covered the work related to WEE and support to the national government in preparation of reviews (for instance, for Beijing 25+, the 74th session of CEDAW).

As Table 1 suggests the budget of the AVCs is sliced into many parts, while there is disbalance between the extend of the problem and the funding provided. The detailed review of the scope of the work carried out under each of the annual thematic priorities suggests that the UN Women CO spread its efforts to thin, even though all areas are of high importance and relevance to the country needs in the GEEW areas. This is to say that by providing inadequate funding for a wide range of thematic areas, the impression could be that the critical areas are covered by the state funding but the level of investment does not suggest any transformative change to expect.

Table 1: Distribution of MFA Annual Voluntary Contribution, per thematic area / year

Thematic area / Year	2017	2018	2019	2020
Support to national government in preparation of reviews and/or inputs in PDF, Beijing+25, the 74 th session of CEDAW (mostly, logistical and administrative support, translation of the report in Kazakh lang)			33,200	
Awareness raising and advocacy activities related to SDG, 16 Days, HeforShe, Beijing+25 Generation Forum			36,800	14,300
Localised SDG promotion and advocacy work in the regions (organisation of the meetings at local level to explain what are SDG, their importance in development,	101,429	95,000 (+expertise in analysis of normative acts	94,762 (+expertise in international experience	

promo materials, creation of the group responsible for this component)		to facilitate integration of SDG indicators in development plans)	(best practices) on WPS agenda, i.e., preparedness of PKO in protection of women and girls)	
WEE (administrative costs, consultancy, organisation of the meeting, printing the materials)			47,857	
UN Women CO admin costs	10,000	8,000	35,000	19,074
Indirect costs	5,571	5,000	12,381	4,762
Expert support to identify the vulnerable groups in need for the local support due to the COVID-19				58,864
TOTAL	117,000	108,000	259,730	97,000

2. Project funding

The portfolio of the UN Women CO includes also projects funding by the Government of Kazakhstan and include the following projects:

- Umbrella programme 2019-2021 “Comprehensive programme in the field of GEWE, WEE, and EVAW in Kazakhstan’ funded by the Ministry of Labour and Social protection for the period of 2019-2021 for the budget of 1,8mil USD
- “Assistance to achieve Sustainable Development Goals and enforce commitments on gender equality promotion in Kazakhstan” (Phase I), funded by the Ministry of National Economy for the period 2017-2018 for the budget 433.000USD
- “Assistance to achieve Sustainable Development Goals and enforce commitments on gender equality promotion in Kazakhstan” (Phase II), funded by the Ministry of National Economy for the period 2020-2022 for the budget 159.145USD

While the Phase I and Phase II of the GRB-related project has a very coherent scope and activities, the funding under the Umbrella programme covers yet again a very broad scope of thematic areas – ranging from WEE, to GEWE, to EVAW in Kazakhstan. However, the major challenge with this umbrella aprogramme is not the coverage but the justification of such a broad coverage, the criticality of interlinkages of the prioritized areas and the expected impact on the root causes of gender inequality in Kazakhstan.

- **Governance mechanism**

While analyzing the governance mechanism of the engagement modalities, the focus is on how decisions are being made under each type of engagement, i.e. project funding or AVCs. Under the project funding modality, the strategic decisions on the course of action, i.e. project

action plan, is being made by the Ministry and UN Women CO. During the implementation the decisions are largely made by the UN Women CO as deemed relevant and necessary for the successful realization of the project.

As for the AVCs, the funding comes as the earmarked for the specific thematic areas related to gender equality agency, however, there is no clear evidence about the extend the UN Women CO actually influence the government decision on what to fund.

- ***Relevance to the priority thematic areas as of AWP***

The thematic priorities covered under each type of engagement – project funding or AVCs – are fully in line with the priority thematic areas defined under the CO’s AWP, if looked from the perspective of thematic coverage. If, however, looked from the perspective of expected outcomes then the situation is different – the interventions carried out under each of engagement type are not necessarily reflected in AWP. While the state funding covers important areas related to gender inequality in the country, their contribution to the expected outcomes of the CO portfolio cannot be measured by the indicators proposed under the DRF of the SN 2016-2020. As mentioned on multiple occasions, DRF is largely irrelevant for the operations of the UN Women CO in Kazakhstan.

- ***Risks and Mitigation Strategies***

The analysis of the portfolio of interventions of the UN Women CO and specifically those initiatives that are funded by the Government of Kazakhstan suggests that there are several systemic risks that the UN Women CO faced along the period 2016-2020:

The analysis of the CO’s portfolio of interventions and specifically those initiatives funded by the Government of Kazakhstan suggests that there are several systemic risks that the CO faced during 2016–2020:

- ***Delay in disbursement of funds:*** this is a symptomatic problem. For instance, for the Annual Voluntary Contributions (AVCs) the funding could be disbursed around June-August, while the CO would still need to ensure the realization of the full scope of what is promised under that funding. Given the CO’s high delivery rate, it should be mentioned that great efforts were made to mitigate this situation and to “catch up” with outstanding tasks under each AVC.
- ***Delay in decisions:*** in some cases, when the CO requires approval from the respective government agency, it can take much longer than justified for smooth implementation of the agreed activities. Multiple evidence showed that the CO made great efforts to follow up; however, the state machinery has its own pattern of response, which is not always conducive to effective realization of time-bound interventions.
- ***Limited funding and ambitious scope:*** this is particularly valid for the AVCs. While the impression is that the government supports the CO with a wide range of initiatives,

the sustainability of these initiatives and expected impact on gender inequality in Kazakhstan is limited. This is explained by the mismatch of funding and the scale of the issues to be addressed. This presents a risk, as stakeholder expectations remain much higher than is actually realistic.

- ***Lack of high-level strategic dialogue between the CO and the government:*** in the absence of a CO Representative during a period of the implementation of UN Women Kazakhstan SN 2016-2020, there was limited strategic engagement and dialogue between the CO and the Government of Kazakhstan. Lack of strategic interactions with the Government of Kazakhstan could be one of the reasons why it was not possible to mobilize state partners to inform this evaluation process.

Annex 2: CPE Terms of Reference

Terms of reference for this evaluation can be found at UN Women Global Accountability and Tracking of Evaluation Use (GATE) system:
<https://gate.unwomen.org/Evaluation/Details?evaluationId=9138>

Annex 3: Portfolio overview of the UN Women CO Kazakhstan 2016-2020

<i>Project/Intervention</i>	<i>Years /duration of intervention</i>	<i>Budget</i>	<i>Donor</i>	<i>Comments on main activities</i>
Normative domain				
The CO contributes to several activities in normative domains including:				
(a) 5 th Periodic review of the CEDAW	2018	No cost implication. Staff-time	NA	<ul style="list-style-type: none"> - The Representative of UN Women Country Office Kazakhstan coordinated the process of preparation of the UNCT CEDAW Confidential Report which was submitted CEDAW in time. Presented the UNCT CEDAW Confidential Report key finding during a virtual session. - Provided technical support to the Government in preparation of brochures with gender statistics in cooperation with the Stat Committee and brochure on Social Support Measures in Kazakhstan (preparation to 5th periodic CEDAW report of Kazakhstan)
(b) The comprehensive review of the Beijing Declaration and Platform for Action (1995) implementation progress for 2015-2019	2015-2019	\$33,000	MFA 2019 Voluntary contribution	<ul style="list-style-type: none"> - Contributed to the organization of the B+25 National Review validation meetings with stakeholders (in cooperation with ADB). – - Participated in the B+25 National Review discussions organized by the National Commission. - Ensured participation and visibility of the Kazakhstan’s representatives (CSOs, Government, Parliament, Human Rights mechanism and the National Women’s’ Machinery) at sub regional and regional B+25 reviews

Project/Intervention	Years /duration of intervention	Budget	Donor	Comments on main activities
				(Bishkek, Geneva, Bangkok). Provided logistical support and funded travel expenses. Provided consultations to the Ministries during the preparation of the National Review B+25.
(c) KZ Universal Periodic Review (UPR) to Human Rights Council 2015-2019	2015-2019	No cost implication. Staff-time	NA	Provided inputs to HRC Recommendations to Kazakhstan to be presented during 43 rd HRC session. Collaborated with UN Women liaison Office in Geneva and UN Women HQ Human Rights division. Recommendations were included to the HRC report and official UN Women statement.
(d) Activities of the Commission on the States of Women		No cost implication. Staff-time		
(e) Activities of the Generation Equality Forum to be held in 2021		No cost implication. Staff-time		
(f) Promotion of the Security Council Resolution 13/25 on Women, Peace and Security		No cost implication. Staff-time		
(g) Activities on SDGs localization and GEWE mainstreaming in SDGS. More specifically, the Voluntary national review of the Republic of Kazakhstan	2019	No cost implication. Staff-time	NA	Gender-mainstreaming of VNR through work in the VNR document. Coordinating with the Ministry of Economy to ensure inclusion of gender aspects.

Project/Intervention	Years /duration of intervention	Budget	Donor	Comments on main activities
on the implementation of the 2030 Agenda for SDG				
Coordination domain				
The CO supports UN Agencies in mainstreaming GEWE through the following:				
(a) Activities of the Gender Thematic Group (GTG)	2016-2020	29.923 USD	UN Women core funds	5 members for 2017-2019 10 members for 2020-present 2017-26 members 2018 – 26 members 2019 – 35 members 2020 – 35 members
(b) Implementation of the System-wide Action Plan for Gender Equality and the Empowerment of Women (SWAP)-Scorecard	2017	3.000 USD	UN Women core funds	This activity is coordinated by the Development Coordination Office SWAP was conducted for the first time in Kazakhstan in 2017. The latest reporting was provided for 2019. There were no SWAP processes in Kazakhstan before 2017.

Project/Intervention	Years /duration of intervention	Budget	Donor	Comments on main activities
(c) Collaboration with RCO and UNCT	2019-2020	No cost implications staff time	NA	For instance, (a) in 2020 there was a request from RC to support in developing the UNCT's Action Plan for Prevention of Sexual Exploitation and Abuse for 2020; (b) in the development of the UNSDCF for 2021-2025, and (c) conduct a training on Human Rights and Gender-based approach in Programming for national partners and UN Agencies (in cooperation with OHCHR) in 2019.
(d) Developing and distributing the Quarterly Gender Newsletter among UN Agencies	2016 - 2020	No cost implications staff time	NA	1 st and 4 th quarter Newsletters each year to be prepared by UN Women. 2 nd and 3 rd newsletters to be prepared on a rotational voluntary basis discussed during GTG meetings.
Programming domain				
Umbrella programme 2019-2021 "Comprehensive programme in the field of GEWE, WEE, and EAW in Kazakhstan" funded by the MoLSP	2019-2021	1,8million USD		UN Women is the coordinator, while UNDP, UNFPA, and UNICEF are the implementing partners
Annual Voluntary Contribution to UN from the MoFA for non-core funding	2017-2020	100-150.000USD per year		Each year there is a different focus: in 2017 the focus was on elimination of violence against women, in 2018 – women empowerment, in 2019 – normative work, in 2020 – an assessment of Covid-19 impact on the most vulnerable groups will be carried out to support women entrepreneurship and help children's access to distance education. In 2021 the focus is on supporting Kazakhstan's participation in Generation Equality Forum.

<i>Project/Intervention</i>	<i>Years /duration of intervention</i>	<i>Budget</i>	<i>Donor</i>	<i>Comments on main activities</i>
"Assistance for Nationalization of Gender-Related Sustainable Development Goals in Countries of Central Asia"	2017-2019	335.000 USD	Ministry of Foreign Affairs of KZ	<p>2017</p> <p>Development and implementation of the Action Plan on awareness of the government bodies, civil and expert society for further localization of gender-related SDG</p> <p>Organization and holding of SDG conferences in the target region</p> <p>Holding the regional consultation meetings for representatives of the government authorities on gender-related SDG</p> <p>2018:</p> <p>5 regional workshops on SDGs nationalization with local authorities</p> <p>SDG Forum on VNR preparation</p> <p>1 video on gender agenda in SDGs</p> <p>2019</p> <p>Organization and holding of practical conferences in the target regions (on gender targets of SDGs taking into account international best practices for further localization</p> <p>Organization and holding regional consultative expert meeting to present and discuss localization experience gender-related targets, the SDGs in Central Asia</p> <p>Holding round table on the implementation of the Project in 2019 with the participation of representatives of state institutions, civil society and international partners</p>
"Assistance to achieve Sustainable Development Goals and enforce	2017-2018	433.000USD	Ministry of National	<p>2017</p> <p>Development of training courses/modules for government bodies on gender analysis, gender indicators and gender-sensitive monitoring and evaluation</p>

<i>Project/Intervention</i>	<i>Years /duration of intervention</i>	<i>Budget</i>	<i>Donor</i>	<i>Comments on main activities</i>
commitments on gender equality promotion in Kazakhstan”, Phase 1			Economy of KZ	<p>of programmes and policies in the field of development in the context of the SDGs</p> <p>Conduction of trainings and study tours in order to increase the capacity of programme documentation developers of central and respective local government bodies</p> <p>Development of practical guidance for public authorities on conducting gender analysis of strategic plans and budget programme</p> <p>2018</p> <p>Development of the methodology for gender analysis of documents of the system of state planning</p> <p>Conduction of the gender analysis of documents of the system of state planning and respective budget programs. Conduction of the integrated assessment of economic costs and damage as a result of domestic violence borne by the society</p> <p>A study of the national labour market to identify barriers to the empowerment of entrepreneurship for socially vulnerable women</p> <p>Expert support and training on the development of policy instruments to promote employment of women</p>
“Assistance to achieve Sustainable Development Goals and enforce commitments on gender equality promotion in Kazakhstan”, Phase II	2020-2021	159.145USD	Ministry of National Economy of KZ	<p>2020</p> <p>Gender analysis of the strategic documents as well as planning and budgeting processes (in 2020 - budget programmes of Akmolinskaya oblast) for assessing inclusion of gender aspects, gender sensitivity and gender impact of state programmes.</p>

Project/Intervention	Years /duration of intervention	Budget	Donor	Comments on main activities
				<p>Development of a training course (module) for public servants “National planning and budgeting process with gender approach” (Gender-oriented budgeting with application of RBM principles)</p> <p>2021</p> <p>Gender analysis of the strategic documents as well as planning and budgeting processes (in 2021 - Ministry - TBA within their competence and in sectorst) for assessing inclusion of gender aspects, gender sensitivity and gender impact of state programmes.</p> <p>Development of concrete recommendations and measures on improving of programme documents, planning processess and monitoring by the Ministry</p> <p>Enhancing the capacity of state bodies, responsible for planning, development and monitoring state programs and budget in terms of conducting gender analysis</p>
The Spotlight Initiative Regional Programme for Central Asia and Afghanistan	2020-2022	UN Women’s share \$2,541,617 Total Programme: \$4, 248, 584	EU	
‘Supporting the Economic Empowerment of Afghan Women through Education and Training in Kazakhstan and Uzbekistan’	2019-2025	Total budget: 2,238,400 USD	EU/UNDP	The project is deemed to provide for a more efficient delivery of higher education (Master’s and Bachelor’s degrees and Technical and Vocational Education and Training (TVET) certificates) due to the proximity and the

<i>Project/Intervention</i>	<i>Years /duration of intervention</i>	<i>Budget</i>	<i>Donor</i>	<i>Comments on main activities</i>
		UN Women share: 102,284 USD		<p>experience of the government and higher education institutions in Kazakhstan and Uzbekistan in providing international exchange education. The priority sectors for education will be agriculture, applied statistics and mining, deemed to be growth sectors with particular importance for promoting gender equality.</p> <p>The project is intended as a pilot that will facilitate the development of a sustainable system of exchange education that will allow women from Afghanistan to benefit from higher education opportunities in Central Asia also beyond the project lifetime.</p>

Annex 4: Data Collection Tools

Interview Protocols

The attached set of interview questions are prepared in the following fashion:

- Correlated to and directly derived from the evaluation matrix questions for ease of collation and analysis
- Grouped according to the stakeholder groups identified for interviews
- Prepared with a gender responsive and trauma sensitive lens
- Consistent between stakeholder groups for ease and consistency of translation where required
- Consistent introduction that clearly explains the purpose of the interview and the parameters including privacy and safety, and allows the interviewee to ask questions in advance of interview

This Appendix contains interview templates for:

- UN Organizations in Kazakhstan
- Governments
- International Organizations
- Civil Society Organizations/Academia/Businesses

Opening Statement for all interviews

- This interview will inform the UNW Country Office Kazakhstan Country Portfolio Evaluation (CPE). In other words, we are assessing the performance of the office and its achievements in line with its Strategic Note over the past 5 years.
- This evaluation, while of course it looks backwards over the past 5 years, is critical to shaping the strategic direction of the office for the future. It is important to us to get your perspective on the successes and strengths of the organization, as well as the challenges and potential opportunities for the future. We appreciate your time and your information to support this process.
- We are an independent team of evaluators, with a member of the UNW Independent Evaluation Service and two independent experts - one national and one international. [introduce members present]

- Any information that you provide to us will be held confidential - including our notes of this interview. We will not attribute any specific comments or information to you or your organization. We are taking notes for our own use, but we are not otherwise recording this conversation.
- Tentative length of interview is 1 – 1.30 h.
- Questions?

UN Organizations in Kazakhstan

Background

1. Please describe your role in your organization, including how long you have held the role.
2. (If necessary) Please describe the relationship between your organization and UNW CO Kazakhstan (e.g. Implementing partner, member of UNCT, UN GTG etc.).
3. Please describe which projects/programmes/initiatives where you have collaborated with UN Women directly on or taken part in activities.

Relevance

4. What are to your view key GEEW, priorities and main challenges in Kazakhstan? What are the root causes of GEEW to your view?
5. Who are the key players in Kazakhstan in this field in different categories – government, national institutions, international organisations, CSO/activists?
6. Based on your experience and perspective, to what extent is the UNW Kazakhstan portfolio aligned to the context, country policies and human rights norms at international and regional levels?
7. Based on your experience and perspective, does the UNW Kazakhstan portfolio support the implementation of international normative frameworks, such as CEDAW, Beijing, SDGs.
8. Was UNW presence in UNCT in Kazakhstan relevant to implement PDF and support the implementation of GEEW related strategic goals of your organisation?
9. How would you assess the UNW role in leading and coordinating UN GTG?
10. What role does UNW play in response to the present sanitary crisis in the part of gender-related challenges in Kazakhstan?

Coherence

11. UN Women has a coordination mandate on GEEW in the UN system; what is your understanding of this mandate? How is to your view UN Women implementing it in the context of Kazakhstan?
12. What is UNW's comparative advantage in the work of GEWE compared to the other UN entities in Kazakhstan?
13. If you need advice on GEEW do you consider UN Women is the key institution to get inputs from? Is it your first option? What kind of input (in which areas) would you highlight as the areas of expertise of the CO?
14. Based on your experience and perspective, is UNW making partnership choices that advance GEWE and the situation of women in Kazakhstan?

Efficiency

15. What is your perception of the human and financial capacities and resources of UNW Kazakhstan CO? What are UNW COs strengths and weaknesses, to your opinion?
16. Were there any issues related to efficiency in your cooperation with UN Women? In your joint programmes, are the planned interventions delivered on time and within the budget?

Effectiveness

17. In the projects/programmes/initiatives where you have collaborated with UN Women, do the planned interventions contribute to the outcomes? Examples? Who benefitted from the planned interventions?
18. In the projects/programmes/initiatives where you have collaborated with UN Women, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?
19. What were the enabling or hindering factors to the achievement of the outcomes?
20. To what extent you think projects/programmes/initiatives where you have collaborated with UN Women are contributing to addressing underlying causes of GEEW inequalities in Kazakhstan? How?
21. How are beneficiaries selected? What are the key benefits and changes achieved for these groups?
22. What are the main contributions of UNW to the overall achievements? What innovative practices and/or expertise did UNW contribute?
23. Have lessons learned and experiences from the projects/programmes/initiatives where you have collaborated with UN Women been shared?

Sustainability

24. What are the key achievements in terms of sustainability of the results of the programmes where you collaborate with UN Women? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
25. What was the contribution of UN Women to that?
26. What would be your recommendations to the UNW Kazakhstan CO for the next strategic period?

Government (the main donor) counterparts

Background

1. Please briefly describe your role in your institution, including how long you have held the role
2. Please describe the relationship between your institution and UNW Kazakhstan CO (e.g. donor, formal or informal partner, grant or technical assistance beneficiary etc.).
3. Please describe which projects/programmes/initiatives you have worked with UNW directly on or taken part in activities.

Relevance

1. What are to your view key GEEW priorities and main challenges in Kazakhstan? What are the root causes of GEEW to your view?
2. As you see it, to what extent is the UNW Kazakhstan portfolio aligned to the context, country policies and human rights norms at international and regional levels? How does UNW support implementation of national gender policy?
3. Based on your experience and perspective, does the UNW Kazakhstan portfolio support the implementation of international normative frameworks, such as CEDAW, Beijing, SDGs?
4. How would you assess the UNW role in leading and coordinating UN GTG (National women machinery is a part of the extended UN GTG)?
5. What role does UNW play in response to the present sanitary crisis in the part of gender-related challenges in Kazakhstan?

Coherence

6. Who are the key players in Kazakhstan in the field of gender equality and GEEW?
7. To what extent do the interventions of UNW Kazakhstan ensure synergy and coordination with the government and other key partners in achieving GEWE? Do they avoid duplication?
8. Based on your experience and perspective, is UNW making partnership choices that advance GEWE and the situation of women in Kazakhstan?
9. What is UNW's added value / comparative advantage in the work of GEWE compared to the other stakeholders?

Efficiency

10. What is your perception of the human and financial capacities and resources of UNW Kazakhstan CO? What are UNW COs strengths and weaknesses, to your opinion?
11. What is your view on the management of resources of the CO?
12. To your view were resources properly and cost effectively managed?
13. What was the quality of UN Women's reports? Did the reporting include results and outcomes, rather than outputs?
14. Were there any issues related to efficiency in your cooperation with UN Women? In your joint programmes, are the planned interventions delivered on time?
15. In your opinion, does un Women contribute to targeting the underlying causes of gender inequality?
16. How would you evaluate the shift in portfolio change compared to the MCO period (if you had experience of working with UNW prior to 2016)? What are the main positive and negative issues?

Effectiveness

17. In the projects/programmes/initiatives where you have collaborated with UN Women, do the planned interventions contribute to the outcomes? Can you mention some examples? Who and how benefitted from the planned interventions?
18. In the projects/programmes/initiatives where you have collaborated with UN Women, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?
19. What were the enabling or hindering factors to the achievement of the outcomes?

20. What opportunity for upscaling the benefits or innovative approaches? Were these discussed as a part of your cooperation?
21. To what extent your cooperation with UN Women has contributed to addressing underlying causes of GEEW inequalities in Kazakhstan? How?
22. What are the main contributions of UNW to the overall achievements? What innovative practices and/or expertise did UNW contribute?
23. Have lessons learned and experiences from your cooperation been shared?
24. Do you think the intervention you supported in UN Women contributed to addressing underlying causes of gender inequalities?

Sustainability

25. What are the key achievements in terms of sustainability of the results achieved (policy, financial, institutional, capacity or other aspect of sustainability)? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
26. What was the contribution of UN Women to that?
27. What would be your recommendations to the UNW Kazakhstan CO for the next strategic period?

International Organizations in Kazakhstan (OSCE, ADB, EU Delegation, EBRD)

Date:

Name of Interviewee:

Position held in organization:

Organization:

Interviewers:

Background

1. Please briefly describe your role in the organization, including how long you have held the role.
2. Please describe the relationship between your organization and UNW Kazakhstan CO.
3. Please describe which projects/programmes/initiatives you have worked with UNW directly on or taken part in activities.

Relevance

4. What are to your view key GEEW priorities and main challenges in Kazakhstan? What are the root causes of GEEW to your view?
5. As you see it, how well does the Kazakhstan approach and portfolio align to the country and regional context, policy framework and human rights norms and standards?
6. Based on your experience and perspective, does the UNW Kazakhstan portfolio support the implementation of international normative frameworks, such as CEDAW, Beijing, SDGs?

7. What role does UNW play in response to the present sanitary crisis in the part of gender-related challenges in Kazakhstan?
8. How would you evaluate the shift in portfolio change compared to the MCO period (if you had experience of working with UNW prior to 2016)? What are the main positive and negative issues?

Coherence

9. What are the mechanisms of coordination between UN Women and your organisation? How effective are they? Are there any challenges?
10. Who do you consider as other the key players in Kazakhstan on GEEW and how satisfied you are with coordination with them?
11. How would you evaluate the work of the UN GTG (related to OSCE, the EU especially, as the members of the extended UNGTG)
12. What is the value added or comparative advantage of cooperation with UN Women Kazakhstan CO?

Efficiency

13. What is your perception of the human and financial capacities and resources of UNW Kazakhstan CO? What are UNW COs strengths and weaknesses?
14. Were there any challenges related to efficiency in your cooperation with UN Women?

Effectiveness

15. In the programmes/projects/initiatives where you collaborate with UN Women, do the planned interventions contribute to the outcomes? Examples? Who benefitted from the planned interventions?
16. In the programmes where you collaborate with UN Women, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?
17. What were the enabling or hindering factors to the achievement of the outcomes?
18. What opportunity for upscaling the benefits or innovative approaches? Were these discussed as a part of the programmes/projects/initiatives?
19. To what extent you think the programmes where you collaborate with UN Women are contributing to addressing underlying causes of GEEW inequalities in the country? How?
20. What are the main contributions of UNW to the overall achievements? What innovative practices and/or expertise did UNW contribute?
21. Have lessons learned and experiences from the joint programmes been shared?

Sustainability

22. What are the key achievements in terms of sustainability of the results of programmes/projects/initiatives where you collaborate with UN Women? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
23. What was the contribution of UN Women to that?
24. What would be your recommendations to the UNW Kazakhstan CO for the next strategic period?

Civil Society Organization/Academia/Businesses

Date:

Name of Interviewee:

Position held in organization:

Organization:

Interviewers:

Background

1. Please describe your role in your organization, including how long you have held the role.
2. Please describe the relationship between your organization and UNW CO Kazakhstan
3. Please describe which projects/programmes/initiatives you have worked with UNW directly on or taken part in activities.

Relevance

4. What are to your view key GEEW achievements, priorities and main challenges in Kazakhstan? What are the root causes of GEEW to your view?
5. Who are the key players in Kazakhstan in this field in different categories – government, national institutions, international organisations, CSO/activists?
6. Based on your experience and perspective, does the UNW Kazakhstan portfolio support the implementation of international normative frameworks, such as CEDAW, Beijing, SDGs?
7. What role does UNW play in response to the present sanitary crisis in the part of gender-related challenges in Kazakhstan?

Coherence

1. To what extent do the interventions of UNW Kazakhstan ensure synergy and coordination with the government and other key partners in achieving GEWE? Do they avoid duplication?
2. Based on your experience and perspective, is UNW making partnership choices that advance GEWE and the situation of women in Kazakhstan?
3. What is UNW's added value / comparative advantage in the work of GEWE compared to the other stakeholders?

Efficiency

4. What is your perception of the human and financial capacities and resources of UNW CO in Kazakhstan? What are UNW COs strengths and weaknesses?
5. Were there any issues related to efficiency in your cooperation with UN Women? In the programmes/projects/initiatives where you collaborate with UN Women, are the planned interventions delivered on time?
6. How would you evaluate the shift in portfolio change compared to the MCO period (*if you had experience of working with UNW prior to 2016*)? What are the main positive and negative issues?
7. In your opinion, does un Women contribute to targeting the underlying causes of gender inequality?

Effectiveness

8. In the the programmes/projects/initiatives where you collaborate with UN Women, do the planned interventions contribute to the outcomes? Can you mention some examples? Who and how benefitted from the planned interventions?
9. In the programmes/projects/initiatives where you collaborate with UN Women,, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?
10. What were the enabling or hindering factors to the achievement of the outcomes?

11. To what extent your cooperation with UN Women has contributed to addressing underlying causes of GEEW inequalities in Kazakhstan? How?
12. What are the main contributions of UNW to the overall achievements? What innovative practices and/or expertise did UNW contribute?
13. Have lessons learned and experiences from your cooperation been shared?

Sustainability

14. What are the key achievements in terms of sustainability of the results achieved (policy, financial, institutional, capacity or other aspect of sustainability)? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
15. What was the contribution of UN Women to that?
16. What would be your recommendations to the UNW Kazakhstan CO for the next strategic period?

Annex 5: Survey to Key UN Stakeholders in Kazakhstan

About the survey

The purpose of this survey was to obtain the perspectives of relevant UN staff, including members of the UNCT, the Project Management Team, the Gender Theme Group, the Results Group on Empowerment of Women, and the RCO to better assess implementation of UN coordination on the GEEW mandate and its implementation in Kazakhstan.

The survey was conducted from 31 October to 16 November by email using Survey Monkey. The deadline was extended by 21 November to solicit additional responses.

The survey response rate was 36% (19 out of 52 solicited responses). Given the low response rate that is not enough for statistically significant extrapolation, the findings of the survey are not included in the analysis. They are presented in this annex to satisfy the reader's curiosity and some background information only.

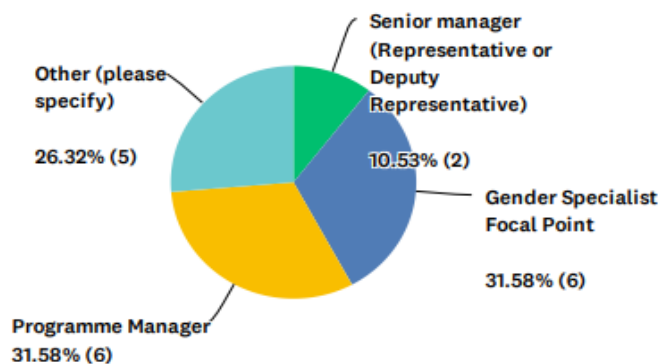
Survey responses

The 19 respondents have the following characteristics:

- Identified Gender: 18 female, 1 male

Q1 What is your position within your organization?

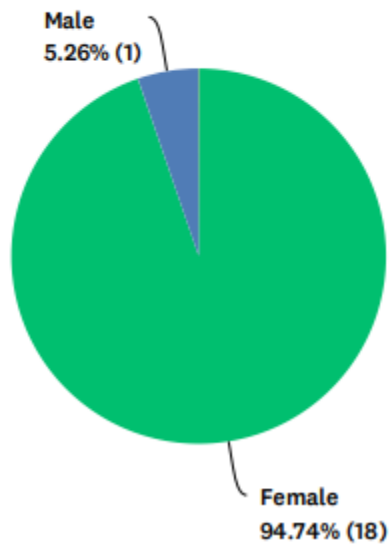
Answered: 19 Skipped: 0



#	OTHER (PLEASE SPECIFY)
1	Programme associate
2	Focal point for gender mainstreaming
3	Protection Associate
4	operations
5	Communications Analyst

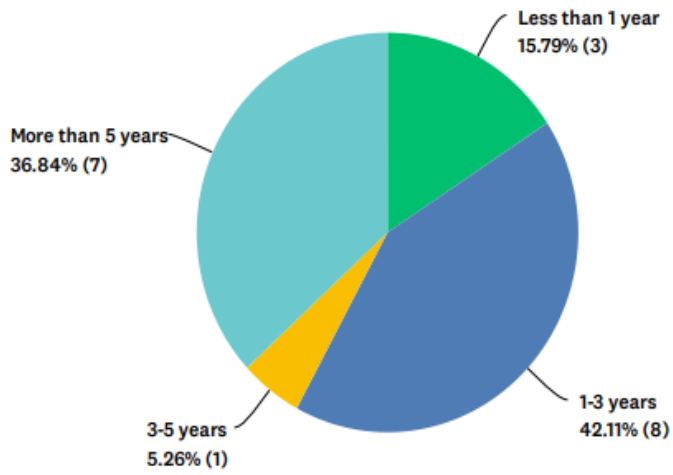
Q2 Your gender identification:

Answered: 19 Skipped: 0



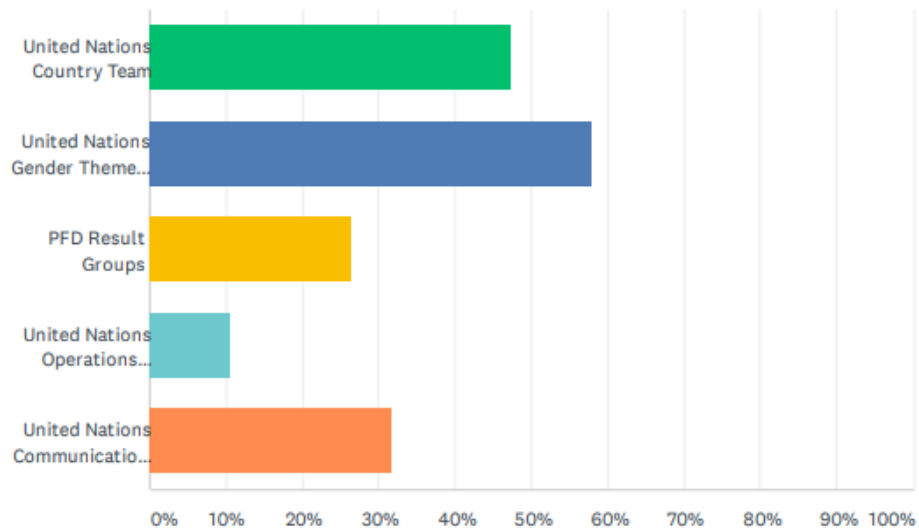
Q3 How long have you worked at your current organization?

Answered: 19 Skipped: 0



Q4 Please indicate which groups you participate in (select all relevant)

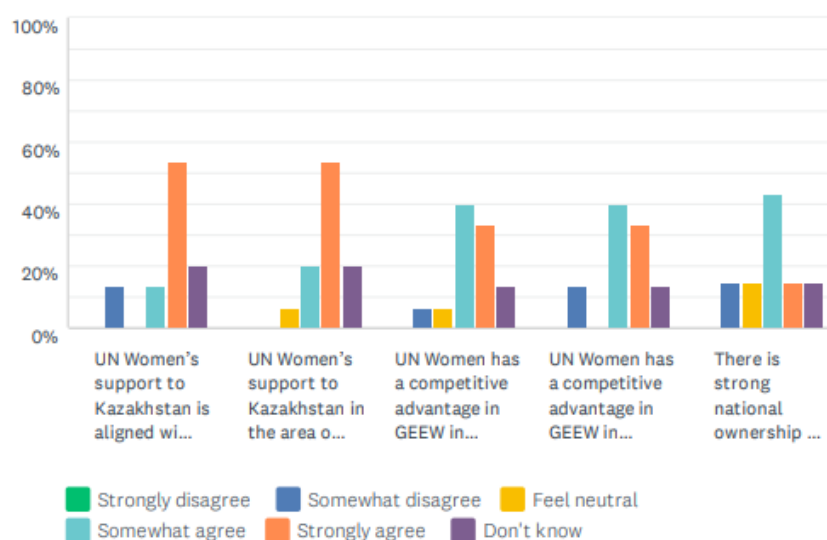
Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
United Nations Country Team	47.37%	9
United Nations Gender Theme Group	57.89%	11
PFD Result Groups	26.32%	5
United Nations Operations Management Group	10.53%	2
United Nations Communications Group	31.58%	6
Total Respondents: 19		

Q5 Please indicate your level of agreement with the following statements on RELEVANCE and CONTEXT:

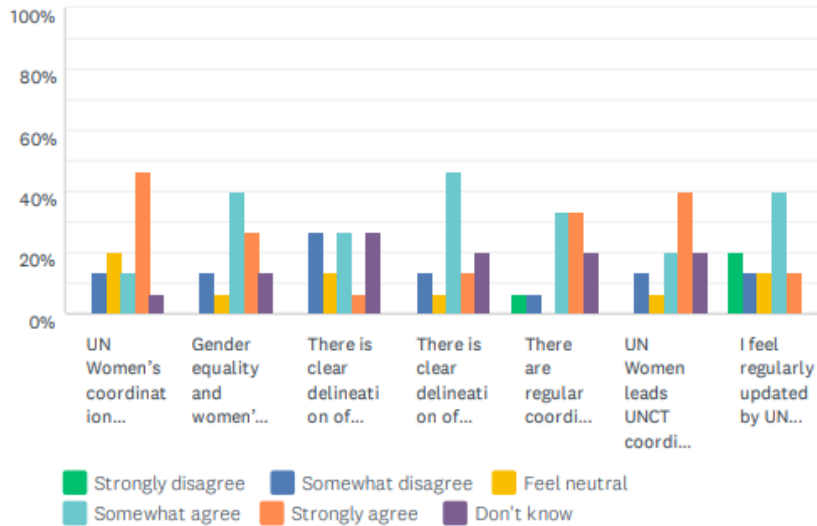
Answered: 15 Skipped: 4



	STRONGLY DISAGREE	SOMEWHAT DISAGREE	FEEL NEUTRAL	SOMEWHAT AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
UN Women's support to Kazakhstan is aligned with the context and the country's priorities	0.00% 0	13.33% 2	0.00% 0	13.33% 2	53.33% 8	20.00% 3	15
UN Women's support to Kazakhstan in the area of GEEW is aligned with international GEEW frameworks	0.00% 0	0.00% 0	6.67% 1	20.00% 3	53.33% 8	20.00% 3	15
UN Women has a competitive advantage in GEEW in Kazakhstan compared to other UN entities	0.00% 0	6.67% 1	6.67% 1	40.00% 6	33.33% 5	13.33% 2	15
UN Women has a competitive advantage in GEEW in Kazakhstan compared to other key stakeholders in Kazakhstan	0.00% 0	13.33% 2	0.00% 0	40.00% 6	33.33% 5	13.33% 2	15
There is strong national ownership of GEEW in Kazakhstan	0.00% 0	14.29% 2	14.29% 2	42.86% 6	14.29% 2	14.29% 2	14

Q6 Please indicate your level of agreement with the following statements on COORDINATION:

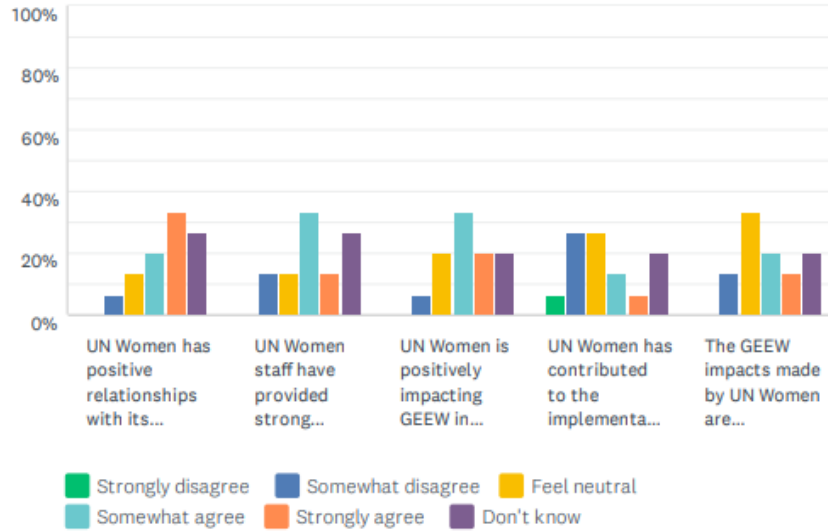
Answered: 15 Skipped: 4



	STRONGLY DISAGREE	SOMEWHAT DISAGREE	FEEL NEUTRAL	SOMEWHAT AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
UN Women's coordination mandate on GEEW in the UN system is clear to me	0.00% 0	13.33% 2	20.00% 3	13.33% 2	46.67% 7	6.67% 1	15
Gender equality and women's empowerment (GEEW) activities are well coordinated in Kazakhstan by UN Women	0.00% 0	13.33% 2	6.67% 1	40.00% 6	26.67% 4	13.33% 2	15
There is clear delineation of responsibilities for GEEW between UN agencies in Kazakhstan	0.00% 0	26.67% 4	13.33% 2	26.67% 4	6.67% 1	26.67% 4	15
There is clear delineation of responsibilities for GEEW between UNCT and national bodies	0.00% 0	13.33% 2	6.67% 1	46.67% 7	13.33% 2	20.00% 3	15
There are regular coordination meetings about GEEW between UN agencies	6.67% 1	6.67% 1	0.00% 0	33.33% 5	33.33% 5	20.00% 3	15
UN Women leads UNCT coordination on GEEW	0.00% 0	13.33% 2	6.67% 1	20.00% 3	40.00% 6	20.00% 3	15
I feel regularly updated by UN Women on GEEW interventions in Kazakhstan	20.00% 3	13.33% 2	13.33% 2	40.00% 6	13.33% 2	0.00% 0	15

Q7 Please indicate your level of agreement with the following statements on IMPACT:

Answered: 15 Skipped: 4



	STRONGLY DISAGREE	SOMEWHAT DISAGREE	FEEL NEUTRAL	SOMEWHAT AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
UN Women has positive relationships with its stakeholders	0.00% 0	6.67% 1	13.33% 2	20.00% 3	33.33% 5	26.67% 4	15
UN Women staff have provided strong technical expertise on GEEW to UN agencies	0.00% 0	13.33% 2	13.33% 2	33.33% 5	13.33% 2	26.67% 4	15
UN Women is positively impacting GEEW in Kazakhstan	0.00% 0	6.67% 1	20.00% 3	33.33% 5	20.00% 3	20.00% 3	15
UN Women has contributed to the implementation of the mandate of your UN agency in Kazakhstan	6.67% 1	26.67% 4	26.67% 4	13.33% 2	6.67% 1	20.00% 3	15
The GEEW impacts made by UN Women are sustainable in Kazakhstan	0.00% 0	13.33% 2	33.33% 5	20.00% 3	13.33% 2	20.00% 3	15

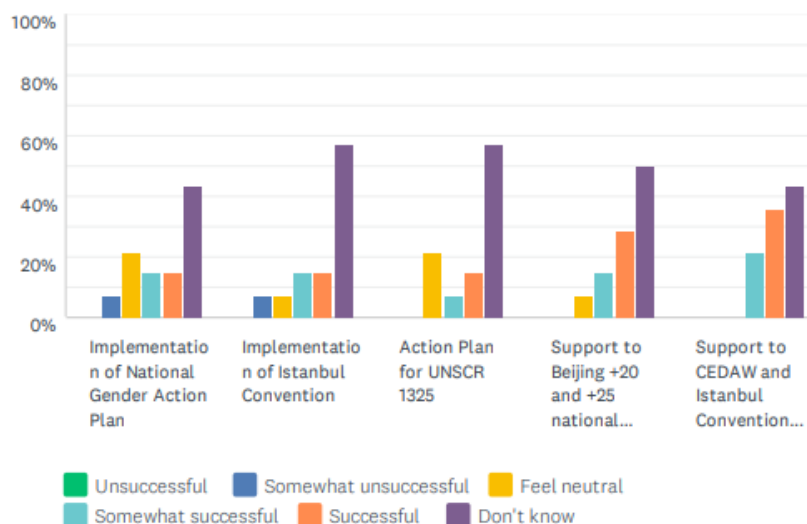
Q8 Additional comments on any of these statements:

Answered: 0 Skipped: 19

#	RESPONSES	DATE
	There are no responses.	

Q9 From your perspective, please provide your assessment of the success of the following UN Women's NORMATIVE activities from 2015-2020:

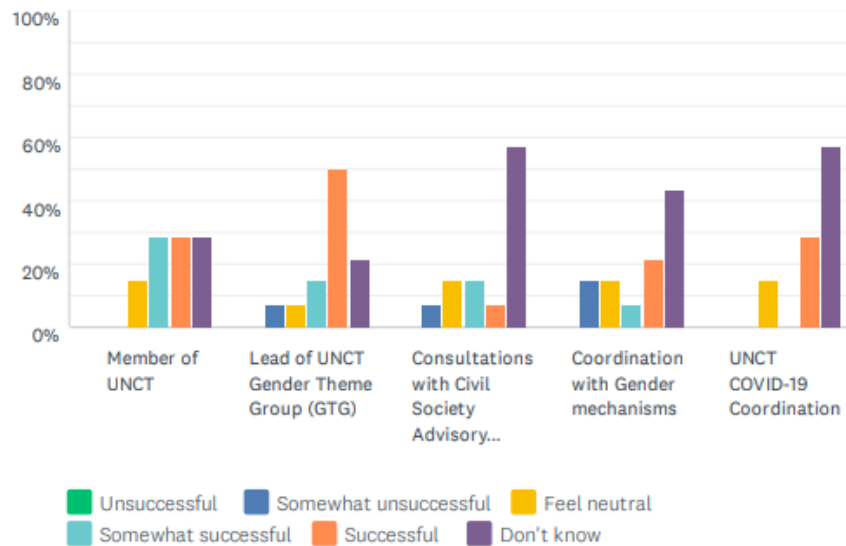
Answered: 14 Skipped: 5



	UNSUCCESSFUL	SOMEWHAT UNSUCCESSFUL	FEEL NEUTRAL	SOMEWHAT SUCCESSFUL	SUCCESSFUL	DON'T KNOW	TOTAL
Implementation of National Gender Action Plan	0.00% 0	7.14% 1	21.43% 3	14.29% 2	14.29% 2	42.86% 6	14
Implementation of Istanbul Convention	0.00% 0	7.14% 1	7.14% 1	14.29% 2	14.29% 2	57.14% 8	14
Action Plan for UNSCR 1325	0.00% 0	0.00% 0	21.43% 3	7.14% 1	14.29% 2	57.14% 8	14
Support to Beijing +20 and +25 national review	0.00% 0	0.00% 0	7.14% 1	14.29% 2	28.57% 4	50.00% 7	14
Support to CEDAW and Istanbul Convention national and shadow reports	0.00% 0	0.00% 0	0.00% 0	21.43% 3	35.71% 5	42.86% 6	14

Q10 From your perspective, please provide your assessment of the success of the following UN Women's COORDINATION activities from 2015-2020:

Answered: 14 Skipped: 5



	UNSUCCESSFUL	SOMEWHAT UNSUCCESSFUL	FEEL NEUTRAL	SOMEWHAT SUCCESSFUL	SUCCESSFUL	DON'T KNOW	TOTAL
Member of UNCT	0.00% 0	0.00% 0	14.29% 2	28.57% 4	28.57% 4	28.57% 4	14
Lead of UNCT Gender Theme Group (GTG)	0.00% 0	7.14% 1	7.14% 1	14.29% 2	50.00% 7	21.43% 3	14
Consultations with Civil Society Advisory Group (CSAG)	0.00% 0	7.14% 1	14.29% 2	14.29% 2	7.14% 1	57.14% 8	14
Coordination with Gender mechanisms	0.00% 0	14.29% 2	14.29% 2	7.14% 1	21.43% 3	42.86% 6	14
UNCT COVID-19 Coordination	0.00% 0	0.00% 0	14.29% 2	0.00% 0	28.57% 4	57.14% 8	14

Q11 Additional comments on any of these activities:

Answered: 1 Skipped: 18

#	RESPONSES	DATE
1	WOuld be great to ensure some briefings for the UNCT members and UN community on the mandate, activities, and impact of UN Women in KAZ	11/21/2020 1:28 AM

Q12 How has the UN coordinated its response to the COVID-19 crisis in Kazakhstan and what role has UN Women played?

Answered: 5 Skipped: 14

#	RESPONSES	DATE
1	Difficult to answer re UN W role.	11/21/2020 1:29 AM
2	Kazakhstan United Nations Country Team's (UNCT) has conducted the socio-economic response to COVID-19 in Kazakhstan, in line with the United Nations' global framework for the immediate socio-economic response to COVID-19. UN Women has provided its inputs to the UNCT Socio Economic Response and Recovery Plan	11/6/2020 6:14 AM
3	UN Women conducted a gender survey in collaboration with UNFPA.	11/4/2020 6:47 AM
4	Domestic violence policies development in Kazakhstan, as a success indicator	11/4/2020 6:21 AM
5	In preparation for the COVID-19 response in Kazakhstan UNFPA and UN Women conducted rapid survey to assess the impact of COVID-19 pandemic on main challenges faced by women and men, including their economic empowerment and vulnerability, and how the changing situation is affecting women and men livelihood. The assessment included a total of 2,202 respondents (53% women, 47% men) from 14 regions of Kazakhstan and the three largest cities of Nur-Sultan, Almaty and Shymkent.	11/4/2020 5:08 AM

Q13 What do you think are the priorities of the UNCT to support the government of Kazakhstan and key national stakeholders in addressing the challenges now and after the COVID-19 crisis?

Answered: 3 Skipped: 16

#	RESPONSES	DATE
1	At country level, the UNCT should undertake a number of rapid assessments to understand the situation and the gaps (gender, vulnerable, businesses, etc.); Reviewed and reprofiled its programmatic and nonprogrammatic portfolio to address the COVID-19 challenge; Identified the key immediate challenges, including the need for closer cooperation within the UNCT and multilateral cooperation with International Financial Institutions	11/6/2020 6:14 AM
2	economic empowerment of women and GBV	11/4/2020 6:47 AM
3	strengthen capacity of national stakeholders to reduce socio-economic impact on key and vulnerable populations with a health and human rights perspective; and be engaged in strengthening long term responses in recovery process	11/4/2020 5:08 AM

Q14 What do you consider to be UN Women's strength?

Answered: 6 Skipped: 13

#	RESPONSES	DATE
1	Expertise, networks on gender, access to beneficiaries	11/12/2020 10:31 AM
2	Good access to the local national stakeholders; good international practice through local staff	11/12/2020 6:31 AM
3	I personally consider the UN Women's strength is long experience in governance and national planning on GEEW	11/6/2020 6:19 AM
4	support to the govt with normative aspects (international treaties) and work at the strategic policy advice level in the area of gender equality	11/4/2020 6:48 AM
5	Empowerment of Women success	11/4/2020 6:24 AM
6	promoting Gender Equality and the Women Empowerment	11/4/2020 5:14 AM

Q15 What do you consider to be UN Women's challenges?

Answered: 7 Skipped: 12

#	RESPONSES	DATE
1	The level of cooperation with other agencies could be improved. Not for the sake of competing, but cooperating.	11/15/2020 11:34 PM
2	poor connections with UN family, poor communications	11/12/2020 10:31 AM
3	It will be great to increase or provide resources for a bigger volume of professional external communication to the public audience	11/12/2020 6:31 AM
4	All around the world women and girls are routinely denied access to education and healthcare; they are under-represented in economic and political decision-making and suffer from violence and discrimination. It is still UN Women's challenges!	11/6/2020 6:19 AM
5	capacity for implementation of projects is lacking	11/4/2020 6:48 AM
6	Ending violence against women in multistakeholder mode	11/4/2020 6:24 AM
7	weak partnership and coordination on issues related to gender based violence	11/4/2020 5:14 AM

Q16 What recommendations do you have for UN Women as it plans for the next 5 year Strategic Note cycle in Kazakhstan? Please consider the UN Women three-fold mandate: normative, coordination and operational, as well as the potential areas of cooperation between your agencies.

Answered: 5 Skipped: 14

#	RESPONSES	DATE
1	Strengthen the internal capacity, reconsider the strategy working with the state institutions, by not doing what state dictates, instead consulting the state with real opportunities and challenges they need to tackle. Share the knowledge with national machineries, raise their capacities to serve as a gender FPs in governing bodies.	11/15/2020 11:37 PM
2	Undertaking stronger coordination efforts with other UN agencies and clearly, sustainably communicating expectations from them would be the best scenario for further development. Interactions between UNW and UN team in Kazakhstan should be planned, result-oriented. Periodic capacity building actions on how to better incorporate and mainstream gender would be preferable. Otherwise, UNW will stay as a mere aggregator of opinions and data on gender mainstreaming for reporting, instead of becoming GEEW flagship agency.	11/12/2020 10:40 AM
3	Engage private sector in mainstreaming gender, introducing GBHV prevention etc., including through EBRD	11/12/2020 6:32 AM
4	In Kazakhstan, UN Women should strengthening the gender equality and human rights perspectives on women and HIV and AIDS. Be more active in UBRAF mechanism	11/6/2020 6:22 AM
5	improving partnership and coordination in area of combating gender-based violence crimes including domestic violence, as well as joint researches at national level to identify gaps on law gender related laws implementation	11/4/2020 5:17 AM

Annex 6: Stakeholder’s Analysis

The list of stakeholders was developed based on the project documents and reports provided by UN Women CO. Since 2016 UN Women Kazakhstan has established good partnership relations with government institutions which are the main donors for the reported period; UNCT, civil society organizations, academic institutions, mass media, and private businesses.

United Nations Entities: The United Nations Country Team in Kazakhstan is comprised of 19 resident organizations - FAO, ILO, IOM, UNAIDS, OHCHR, UNICEF, UNDPI, UNDSS, UNDP, UNESCAP, UNESCO, UN Women, UNEP, UNHCR, UNOCHA, UNODC, UNFPA, UNRCCA, UNV, and WHO. UNCTAD, UNECE, UNIDO, UNISDR and UNOPS are part of the Post-2015 programming framework. It cooperates with the Government within the framework of the Partnership Framework for Development 2016-2020. Cooperation and coordination is also managed through UN thematic groups, including four PFD Result Groups, joint interagency group on HIV/AIDS, Operations Management Group, Communications Group, and Gender Theme Group (GTG); this last one chaired by UN Women in close cooperation with the Resident Representative Office. Since 2016 UN GTG has been issuing regular gender newsletter to inform on major initiatives in the gender equality area. UN Women implements joint programs with UNDP, UNFPA and UNICEF in the areas of women’s economic empowerment, advancing gender and family policy in Kazakhstan and ending violence against women.

Governmental institutions: One of the primary partners and donors of UN Women CO in Kazakhstan is the Ministry of National Economy, the Ministry of Labour and Social Protection, and the Ministry of Foreign Affairs. A key partner is the National Commission for Women Affairs, Family and Demographic Policy under the President of Kazakhstan with its regional representatives. Other important partners are the Office of the Commissioner for Human Rights in Kazakhstan, the Statistics Committee of the Ministry of National Economy, the Ministry of Labour and Social Protection, the Ministry of Finance, the Ministry of Agriculture, the Parliament, the Economic Research Institute, the General Prosecutor Office, Divisions for protection of women against violence (under the Ministry of Interior), local administrations (akimats) in the regions of UN Women CO Kazakhstan interventions

Civil Society Organizations: UN Women CO in Kazakhstan cooperates with civil society organizations through the Civil Society Advisory Group established in 2018. The CSAG is comprised of women’s CSOs and gender activists aimed at bringing GE burning issues at government’s respective agenda. CSAG also plays a consultative role for UN Women CO Kazakhstan and participates in various GEWE local, sub-regional, regional and global initiatives and events.

Table 5: Preliminary list of stakeholders engaged with UN Women

Stakeholders	Coordination	Normative	1 L&G	2 WEE	3 EVAW
United Nations	UNCT, UN Gender Theme Group	UNCT, UN Gender Theme Group	UN Women UNDP	UN Women UNDP	UN Women UNFPA UNICEF

<p>Government</p>		<ul style="list-style-type: none"> - National Commission for Women and Family affairs and Demographic Policy under the President of Kazakhstan - Ministry of Foreign Affairs - Parliament (Members of Parliament) - Commissioner for Human Rights in the Republic of Kazakhstan - Strategic Research Institute under the President of Kazakhstan. - Permanent mission to the UN of the Republic of Kazakhstan in New York. 	<ul style="list-style-type: none"> - National Commission for Women and Family affairs and Demographic Policy under the President of Kazakhstan - Ministry of Labour and Social Protection - Statistics Committee (Ministry of National Economy) - Ministry of Agriculture of Republic of Kazakhstan - Ministry of Finance - National Management Holding “KazAgro” - Institute of Economic Studies - Ministry of the National Economy - Embassy of Kazakhstan in Austria 	<ul style="list-style-type: none"> - National Commission for Women and Family affairs and Demographic Policy under the President of Kazakhstan - Ministry of Foreign Affairs - CIP Bolashak - Ministry of National Economy (Statistics Committee) – conducting study on gender aspects in entrepreneurship - Ministry of Labour and Social Protection - Parliament - Ministry of Education and Science - National Chamber of Commers “Atameken” - Economic Research Institute. - Local administrations (akimats) involved in WEE interventions. 	<ul style="list-style-type: none"> - National Commission for Women and Family and Demographic Policy - General Prosecutor's Office (for the activities in South Kazakhstan) - Ministry of Labor and Social Protection - Commissioner for Human Rights in the Republic of Kazakhstan - Ministry of National Economy (as cross cutting WEE component) - Ministry of National Economy (Statistics Committee) – conducting national VAW prevalence study - Ministry of Interior (as part of 16 days campaign) - Astana - Department of Internal Affairs Central and local authorities (Astana and Uralsk), including social workers, law enforcement authorities (regional division on prevention of DV)
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					Local executive bodies KAZPost
CSOs		<ul style="list-style-type: none"> - Public Fund “Femagora” -Public Fund “Wings of Liberty” - Civil Society Advisory Group for UN Women Kazakhstan – - Grass root organizations and feminists - Feminita (LGBTQR Organization) - TEDEx Abay Street Almaty 	NGOs as ‘Public Opinion’, “KAMEDA”, Community Foundation Enbekshikazakh district in the South Kazakhstan region ‘Analysis and Consulting Group’ (AST Kazakhstan)	<p>Crisis centers Media on national and local levels “KAMEDA”,</p> <p>Public Fund “INIDI” (conducting research on women’s participation in informal economy)</p> <p>Research Institution “Sange” (conducting research on gender aspects in entrepreneurship)</p>	<p>Civil Society Advisory Group –(Public Fund, Kazakhstan network of harm reduction, Feminita, Public Fund, Aral Sea Children Public Union, Center of social Innovations, Eurasian University, Council of Young Scientists, Public Foundation, Wings of Liberty, Public Fund, Tandau etc)</p> <p>Opinion makers and gender experts (Dina Smailova, Leila Makhmudva etc), heads of crisis centers</p> <p>Public Fund “Amanat Komek” (developing programmes on work with afressors)</p> <p>Research Centre “AERC” (conducting research on social aspects in the national EAW programming)</p>
Academia			Karaganda State University and Women’s State Pedagogical University) UNESCO Chair in Journalism and	Almaty Management University, Satbayev Kazakh National Technical University, Kazakh-British Technical University,	Nazarbayev University, the Research Institute for Social and Gender Studies under the Kazakh State Women’s

			Communication of the Journalism Department (Al-Farabi Kazakh National University)	and Kazakh National Agrarian University Kazakh University “NarXoz” (Gender Economic centre) – conducting research on unpaid carework	Pedagogical University, the Al-Farabi Kazakh National University, and Kazakh Academy of Tourism and Sports
Businesses				<ul style="list-style-type: none"> - KASE (Kazakhstan Stock Exchange) - Kazpost -Baiterek - Big Sevens & Consulting - AtyrauNefteMash LLP - Gedeon Richter KZ LLP - HR CAPITAL SERVICE LLP - PLUSMICRO Trading House LTD <p>+12 more private companies who with support of UN Women have joined the Women’s Empowerment Principles and committed to contribute to GEWE.</p>	La Tartine and Kunde Social Cafe
International organizations		ADB	ADB	Embassies of Afghanistan to Kazakhstan and Uzbekistan; Representation of Afghanistan, Kazakhstan and Uzbekistan to the European Union in Brussels. EU Delegation in Afghanistan,	EU Delegation to Kazakhstan OSCE Programme Office in Nur-Sultan (16 days campaign)

				Uzbekistan, Kazakhstan. EBRD	
Donors	Ministry of Foreign Affairs	Ministry of Foreign Affairs Ministry of Labour and Social Protection	Ministry of National Economy Ministry of Foreign Affairs Ministry of Labour and Social Protection	Ministry of Labour and Social Protection EU Ministry of National Economy	Ministry of Foreign Affairs Ministry of National Economy Ministry of Labour and Social Protection EU MPTF

Annex 7: Evaluation Matrix

The evaluation matrix explains the key questions to be explored during this evaluation across each evaluation criteria, the data sources, as well as way for data verification. Table 8 below provides the evaluation matrix for CPE for UN Women CO Kazakhstan.

Table 8. Evaluation matrix

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
Criterion: RELEVANCE				
Are we doing the right things?				
1	To what extent SN 201-2020 adheres to the international normative frameworks including CEDAW, Beijing Platform for Action, UN SCR 1325 and SDG agenda?	Documental evidence of adherence to each international reference framework	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
2	To what extent SN adheres to national development priorities of Kazakhstan as agreed between the UN and the Government of Kazakhstan in the development cooperation framework?	Documental evidence of adherence to Vision Kazakhstan-2030	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
3	To what extent SN adheres to corporate strategic priorities of UN Women?	Documental evidence of adherence to SP 2014-2017 and SP 2018-2021	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
4	To what extent the portfolio interventions 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 Semi structured interviews	RO, CO staff, CSOs, donors, project beneficiaries and implementing partners
5	Is the choice of partners most relevant to address the needs of the women and marginalized groups and to achieve GEWE?	Evidence of extent to which CO interventions are based on proper needs assessment of women, including marginalized groups	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
6	To what extent the interventions prioritized in the SN address the national plan to achieve SDGs?	Evidence of alignment and contribution to National Plan to achieve SDGs	Document Analysis Semi structured interviews	RO, CO staff, CSOs, donors, project beneficiaries and implementing partners
Criterion: EFFICIENCY				
Are we doing things right?				
1	To what extent does the management structure support efficiency of the implementation?	Adequacy of COs organizational assets, structures capabilities (in terms of financial and human resources) Effectiveness of COs internal coordination/communication (vertical/horizontal) mechanisms	Document Analysis Semi structured interviews	RO, CO, implementing partners
2	To what degree does the CO have access to the necessary knowledge and capacities needed to deliver its portfolio?	Performance/qualification of contracted Degree to which CO human resources align with its SN priority areas gender experts	Document Analysis Semi structured interviews Survey	RO, CO, implementing partners

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
		<p>% of respondents from UNCT who view CO as having strong expertise in GEEW (including WEE, WPS, EAW and national planning and governance)</p> <p>Evidence of any form of knowledge sharing and lessons learned within the CO and between the RO and CO</p>		
3	How effective is adaptive management in the CO and how well the risks have been managed to ensure results?	Evidence that the CO risk register is up to date and acted upon	Document Analysis Semi structured interviews	RO, CO, implementing partners
4	How well the resources were managed within the CO?	Annual Delivery rate (in %) Evidence of fund disbursement being appropriate to maximize utility	Document Analysis Semi structured interviews	RO, CO, implementing partners
5	Are interventions implemented within the intended timeframe and budget? Are there mechanisms in place to ensure this?	Financial Reports Evidence of what hinders the timely implementation of the budget	Document Analysis Semi structured interviews	RO, CO, implementing partners
6	To what extent is the SN implementation cost effective?	Evidence on the efficiency and transparency of the procurement system	Document Analysis Semi structured interviews	RO, CO, implementing partners
7	To what extent funding allocation is responsive to the degree of needs and expectations per thematic areas?	Proportion of annual budget distributed per thematic areas	Document Analysis Semi structured interviews	RO, CO, implementing partners

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
8	How well did UN Women managed to mobilize resources for the realization of the SN 2016-2020?	Evidence of achievement of resource mobilization target	Document Analysis Semi structured interviews	RO, CO, implementing partners
Criterion: EFFECTIVENESS				
Are the things we are doing working?				
1	To what extend did UN Women CO progress towards achieved its output indicators as of SN 2016-2020?	Evidence on the extend the planned outputs have been achieved on time	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
2	How strong is the value proposition of the SN 2016-2020?	Evidence of the equity focused value-for-money TOC	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
3	Are interventions contributing to the expected outcomes?	Extent to which interventions are aligned with TOC/intended results Evidence on the extent to which CO portfolio contributes to GEWE in Kazakhstan	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
4	What unexpected outcomes (positive and negative) have been achieved? For whom?	Evidence of unexpected outcomes disaggregated by beneficiary/target group	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
5	What are the main enabling and hindering factors of observed outcomes?	Evidence of the challenges and how they were addressed by the CO	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors,

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
			Survey	joint UN programme partners, private sector organizations
6	What are the opportunities for maximizing the value proposition of the CO?	Evidence of opportunities and how they were addressed by the CO	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
7	To what extent do interventions contribute to addressing the underlying and root causes of gender inequality?	Statistical evidence of the progress on a number of universal indicators and indexes on GEWE during 2016-2020	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
8	What contribution is UN Women making to UN coordination on GEWE?	Evidence of the extent the GEWE is mainstreamed through UN interventions % of responders acknowledging the role of UN Women CO Survey findings on the gaps in addressing GEWE	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
Criterion: SUSTAINABILITY				
Will the changes last?				
1	To what extend financial sustainability is achieved by CO?	Evidence of financial viability of the CO	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
2	To what extend governance sustainability is achieved by CO?	Evidence of the extent the governance mechanisms established with UN partners, CSOs, private sector, academia is viable to further GEWE priorities in Kazakhstan	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
3	To what extent technical sustainability is ensured through the CO portfolio?	Evidence of the usability of the technical products developed or supported by the CO (analytical reports, training materials, guidance, tools, etc.)	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
4	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	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
Criterion: COHERENCE				
How coherent is the UN Women CO Kazakhstan across all its partners?				
1	Are the interventions achieving synergies between the UN Women portfolio and the work of the UN Country Team?	Evidence on coherence between UN Women and UNCT	Document Analysis Semi structured interviews Survey	RO, CO, UNCT
2	Are the interventions achieving synergies between UN Women and national counterparts?	Evidence on coherence between UN Women and MoFA, MoLabour, Mo Social Development, Committee on Women	Document Analysis Semi structured interviews Survey	RO, CO, UNCT, government partners
3	Are the interventions achieving synergies between UN Women and CSOs?	Evidence on coherence between UN Women and CSOs	Document Analysis Semi structured interviews Survey	RO, CO, UNCT, CSOs

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
4	Is there a balance and coherence between programming-operational, coordination and policy-normative work optimal?	Evidence suggesting the faire focus on each domain as well as interlinkages and reinforcements across the domains	Document Analysis Semi structured interviews Survey	RO, CO
5	What is CO Kz's comparative advantage in GEWE compared with other UN entities and key partners?	Evidence of CO's comparative advantages vis-à-vis UNDP, UNFPA, UNICEF	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations

Annex 8: List of Interviews

UN Women

1. Regional Director, UN Women ECARO
2. Programme Specialist, UN Women ECARO
3. Programme Specialist, UN Women CO
4. Project Manager EVAW, UN Women CO
5. Project Manager Governance and Leadership, UN Women CO
6. Finance Associate, UN Women CO
7. Ex-director of the UN Women CO

UNCT

8. Country Director, UNICEF
9. Country Director, UNFPA
10. Programme Specialist UNICEF, UNGTG Gender Focal Point
11. Communications and Programme Specialist, UNESCO Almaty Bureau
12. Partnership and Finance Portfolio Specialist, UNRC
13. Assistant Representative, UNDP
14. Gender Expert, UNDP
15. Director, UNDPI

Government

16. Leading specialist, Statistics Agency, Ministry of National Economy
17. Specialist, Ministry of National Economy
18. Expert, National chamber of entrepreneurs ATAMEKEN
19. Head, Centre of analysis of human resources

Civil society

20. Director, Foundation of local communities, Almaty region
21. Head, “NeMolchi” movement (#MeToo)
22. Head, FEMAGORA NGO

Academia

23. Director, institute of strategic research, Economic Studies
24. Head of Public Administration and Regional Development Programme, Ahmed Yassawi University
25. Head, Gender Economics Research Center, Narkhoz University
26. Head, Applied Economic Research Centre

Business

27. Account Manager, OLX LLP (online commerce)

International organisations

28. Programme Specialist, the Delegation of the European Union
29. Programme Assistant, OSCE Centre in Astana

Annex 9: List of documents consulted

Normative documents:

1. United Nations, Beijing Declaration and Platform of Action, adopted at the Fourth World Conference on Women, 27 October 1995, available at: <https://www.refworld.org/docid/3dde04324.html>The National Commission for Women's Affairs and Family and Demographic Policy under the President of Kazakhstan, The Comprehensive Review of the BPfA Implementation Progress, May 2019, in Russian and English
2. Excerpt from the UN Women Global Report on SDG, Gender Specific Indicators across the 17 SDGs
3. Government of Kazakhstan, 2018. Fifth periodic report submitted by Kazakhstan under article18 of the Convention, in Russian and English
4. UN Women Kazakhstan CO Inputs and suggested recommendations for UPR Kazakhstan, November 2019
5. Ministry of National Economy, 2019. Voluntary National Review of Kazakhstan on the implementation of the 2030 Agenda for Sustainable Development, June 2019, in Russian and English, available at <https://sustainabledevelopment.un.org/memberstates/kazakhstan>
6. Plan to integrate GRB in the strategic and budget planning system in Kazakhstan, 2019
7. Concept of Family and Gender Policy, National Commission of Women and Family Demographic Issues, 2016 – 2030
8. Action plans of the Concept of Family and Gender Policy for 2018-2020, 2020 - 2022

Strategic documents

9. UN Women SP 2014-2017: <https://undocs.org/en/UNW/2013/6>
10. UN Women SP 2018-2021 <https://undocs.org/en/UNW/2017/6/Rev.1>
11. 2016-2020 UN Women Kazakhstan Strategic Note with annexes (narrative section, DRF, MERP, ToC, OEEF, budget), 2015, MCO UN Women Kazakhstan (Central Asia) UN Women Kazakhstan Annual Work Plans (2016 - 2019), UN Women CO
12. UN Women Kazakhstan Annual Reports (2016 - 2019), UN Women CO
13. Report on results of Partner E-Survey in Kazakhstan conducted by UN Women CO Kazakhstan, May 24 – June 4, 2018, UN Women CO Kazakhstan
14. Report of the Mid-Term Review of the UN Women. August 2018, UN Women CO
15. Review of Strategic Note (2016-2020), 4 November 2015, MCO UN Women Kazakhstan (Central Asia)
16. UN Sustainable Development Cooperation Framework, Kazakhstan 2021 – 2025, 2020, UNCT in Kazakhstan and the Government of Kazakhstan
17. Partnership Development Framework 2016 – 2020, 2015, UNCT in Kazakhstan and the Government of Kazakhstan

18. UN Common Country Analysis for the Cooperation Framework and the 2030 Agenda, September 2019, UNCT in Kazakhstan
19. The final evaluation of The Partnership Framework for Development (PFD) Kazakhstan 2016-2020, 2019, prepared by Marina Gurbo, independent evaluator

Programme Documents (developed by UN Women Country Office):

20. Agreement between MFA and UN Women on Kazakhstan financial support for UNW 2019 annual work plan implementation, with annexes 2019-2020 Annual Work Plan
21. Final narrative and financial reports for 2017-2018, Assistance in achievement of Sustainable Development Goals and implementation of commitments in the field of promoting gender equality in Kazakhstan, Phase I, UN Women CO
22. Presentation on the findings of the project “Assistance to achieve sustainable Development Goals and Enforce commitments on gender equality promotion in Kazakhstan”, in Russian, UN Women CO
23. Agreement between Ministry of National Economy and UN Women on Kazakhstan to implement the Project within the budget program of the Ministry of National Economy of the Republic of Kazakhstan 006 "Support to Implementation of the Research Projects Implemented Jointly with International Organizations" for 2020-2021, with annex – 2020 Annual Work Plan
24. Annual Report on the 2019 Project Progress *Assistance for Nationalization of Gender-Related Sustainable Development Goals in Countries of Central Asia* January 2019 – December 2019, UN Women CO
25. Agreement between UNW and MFA, Assistance for the Nationalization of the Gender-Related Sustainable Development Goals in Central Asia countries, with annual work plans for 2017-2019, *Annual Project Implementation Plan for 2020-2021 according to the Annex 1 of this Agreement*, Phase II, UN Women CO
26. Annual Report on the 2019 Project Progress *Assistance for Nationalization of Gender-Related Sustainable Development Goals in Countries of Central Asia* January 2019 – December 2019, UN Women CO
27. Final report for 2017-2018 Assistance in achievement of Sustainable Development Goals and implementation of commitments in the field of promoting gender equality in Kazakhstan, UN Women CO
28. Regional project document, “Supporting the Economic Empowerment of Afghan Women through Education and Training in Kazakhstan and Uzbekistan”, UN Women CO
29. Annual Project Progress Report for 2017 Voluntary contribution to UN Women programming in Kazakhstan under Area 3: Women and girls live a life free from violence, Assistance in strengthening national capacity, coordinating and creating effective interdepartmental measures to implement family and gender policies, expand women’s contribution to national production and its growth in order to effectively implement the Sustainable Development Goals

(SDGs) 1, 5, 8 and 10 and introduce multisectoral approach to combat domestic violence in the Republic of Kazakhstan.”

30. Alliances for Change – Ending Sexual and Gender-Based Violence and Harmful Practice in Central Asia UN Women, UNFPA, and UNDP
31. 2016-2019 Country Office annual reports (print screens of the online reporting system), UN Women CO
32. Monitoring, Evaluation and Research Plan CO Kazakhstan 2016-2020, UN Women CO
33. 2016 – 2020 Annual work plans, UN Women CO
34. GRB training modules and materials (case studies) – knowledge products of GRB programme
35. Comparative table of recommendations to the legislation bill on amendments to the laws on family and gender policies of Kazakhstan, prepared by UN Women
36. Comparative table of recommendations to the legislation bill on amendments to the laws on prevention of domestic violence of Kazakhstan, prepared by UN Women
37. Set of recommendations on crisis centres, discussion finding of the conference on DV, Jan 2019
38. Study of gender perspective of entrepreneurship, Sange Research centre, March 2020

Coordination Documents (documents produced by UN Women CO):

39. UN Women CO Strategy on CSAG, 2015, UN Women CO
40. CSAG related documents: selection, strategy, vision, minutes of the meetings, presentations, list of participants; 2016 - 2020 UN Women CO
41. UNCT SAWP-Scorecard report – Assessment Results and Action Plan, October 2017, prepared by Lilia Ormonbekova
42. UNCT Kazakhstan Annual Reporting on Gender Equality Scorecard (self-assessment), 2019
43. Self-Assessment Report 2019
44. Gender Newsletter (No 1, 2, 3, 5, 6, 7, 8, 9, 10, 11, 13, 16), UN Women CO
45. UN GTG meeting reports with annexes (LoP, presentation) for years 2016 - 2020, UN Women CO

OEEF-related Documents

46. Organizational Effectiveness and Efficiency Results (OEEF) Multi-Country Office Kazakhstan (Central Asia) 2016-2020, 2015, MCO UN Women Kazakhstan (Central Asia)

Background/Context Documents and Resources:

47. World Bank, Kazakhstan Overview, available at <https://www.worldbank.org/en/country/kazakhstan/overview>
48. World Bank, 2020. Kazakhstan Economic Update, Summer 2020: Navigating the Crisis, available here <https://www.worldbank.org/en/country/kazakhstan/publication/economic-update-summer-2020>
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53. World Economic Forum, 2020. The Global Gender Gap Index 2020 rankings, available here http://www3.weforum.org/docs/WEF_GGGR_2020.pdf
54. Ministry of National Economy, JSC Economic Research Institute, 2019 Voluntary National Review of the implementation of the 2030 Agenda for Sustainable Development, available here https://sustainabledevelopment.un.org/content/documents/23946KAZAKHSTAN_DNO_eng_4.Juli19.pdf
55. OHCHR database, CEDAW Jurisprudence, available here <https://juris.ohchr.org/Search/Details/2053>
56. UNHR, Office for the High Commissioner, depositary, case “Anna Belousova vs. Kazakhstan”, available at <http://juris.ohchr.org/Search/Details/2053>
57. Kazakhstan International Bureau for Human Rights and Rule of Law, 2016. Kazakhstan’s judicial system supersedes the UN, 26 September 2016, available here https://bureau.kz/novosti/sobstvennaya_informaciya/vyshe_oon_tolko_kazakhstanskii_su/
58. World Economic Forum, Global Gender Gap Report, available here http://www3.weforum.org/docs/WEF_GGGR_2020.pdf
59. UNDP Kazakhstan, Gender Equality, available at <https://www.kz.undp.org/content/kazakhstan/en/home/gender-equality.html>
60. CEDAW *Concluding observations on the 5th report of Kazakhstan*, November 2019, CEDAW/C/KAZ/CO/3, Employment para 37, available at https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fKAZ%2fCO%2f3&Lang=en
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63. Asian Development Bank, 2013. Kazakhstan Country Gender Assessment, Philippines, available here <https://www.adb.org/sites/default/files/institutional-document/34051/files/kazakhstan-country-gender-assessment.pdf>
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66. The impact of COVID-19 on women’s and men’s lives and livelihoods in Europe and Central Asia: Preliminary results from a Rapid Gender Assessment – Preliminary results from a Rapid Gender Assessment (2020), UN Women
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74. UNFPA, August 2020. Desk Review on 2019 Needs assessment on social and gender-sensitive issues of people with disabilities in Kazakhstan with a focus on the special needs of women with disabilities who have experienced violence
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77. UNESCO, 2012. Gender-sensitive indicators for media: framework of indicators to gauge gender sensitivity in media operations and content

Evaluation Guidance Resources and other relevant evaluation reports

78. Guidance on Country Portfolio Evaluations in UN Women
79. Guidance note for Inception Reports, UN Women
80. UN Women Evaluation Handbook
81. UN SWAP Evaluation Performance Indicator and related Scorecard
82. UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports
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85. UNEG Code of Conduct for Evaluation in the UN System, UNEG
86. UNEG Ethical Guidelines for Evaluation
87. Evaluation of UN Women's contribution to gender responsive budgeting in the Europe and Central Asia region, 2017
88. UN Women, Corporate evaluation on strategic partnerships for gender equality and the empowerment of women, 2017

Communications (internal files of UN Women Country Office):

89. UN Women Global Communication and Public Advocacy Strategy 2016 – 2020 Communication report for 2019, UN Women CO
90. File which contains some information on social media monitoring tools, UN Women CO (no date)
91. Comics "Briefly about GRB", UN Women
92. UN Women, FAO, IFAD, WFP, A day in the life of a rural woman
93. UN Women, SDG and Gender Equality Knowledge Portal
94. Correspondence between CO and RO on WPP and Leadership, Spotlight Initiative, Resource Mobilisation, UNSDCF, with resource materials (indicated as support form RO)

95. UN Women, National Commission on Women and Family Demographic Issues, Key indicators of the gender equality achievement in Kazakhstan between 2011 and 2018 (infographics)
96. UN Women, National Commission on Women and Family Demographic Issues, Government support measures targeted at low-income and large families in the Republic of Kazakhstan
97. Comics “World and 17 SDGs” in Kazakh language, 2017

Operational Documents (internal files of UN Women Country Office):

98. Organigram together with HR data for 2017 – 2020;
99. Un Women CO internal policies and regulations (procurement and contract management, duty travel, small grant, delegation of authority, procedure for selecting programme partners)
100. Financial regulations and rules, UN Women CO
101. UN Women Kazakhstan Standing operating procedures, UN Women CO
102. 2016 – 2019 Project delivery reports, UN Women CO
103. 2016 – 2020 UN Women CO donors and budgets details (core and non-core allocations), UN Women CO
104. 2017-2020 Donor and budget details, provided by UN Women CO

Annex 10: Biographies of Evaluation Team

Isabel Suárez is the UN Women Regional Evaluation Specialist for Europe and Central Asia and a member of the UN Women Independent Evaluation Service. She has over 18 years of experience in the field of development and international cooperation, including 14 year with UN Women in different positions and duty stations. She was appointed as the UN Women Regional Evaluation Specialist from Europe and Central Asia in January 2015. Prior to her appointment as Regional Evaluation Specialist for ECA Region, Mrs. Suarez worked as UN Women Evaluation Specialist for UN Women Independent Evaluation Office in New York (2009-2015), and as Liaison Officer in UNIFEM Argentina (2007-2009). In her home country she worked for several NGOs, including the Basque Institute for Development and International Cooperation.

During the past 12 year she has contributed to the development of the overall evaluation function in UN Women and she led the establishment of the evaluation function of the organization in ECA region. She is an active member of the United Nations Evaluation Group (UNEG) where she contributed to the development of several guidance documents and manuals and led the review of the UN SWAP Evaluation Performance Indicator.

Mrs. Suárez holds a degree in Communication and Social Science from the University of the Basque Country and advanced studies in Political Science from the same university. She also holds a Master's Degree in Development and International Cooperation and a Postgraduate Degree on Education, both from the University of the Basque Country. She has undertaken specialized development evaluation training at several universities including Carleton University (Canada) and Claremont University (USA).

Magda Stepanyan, Team Co-Lead, International Expert

Founder & CEO of the Risk Society consultancy. She holds an MA in Sociology (Yerevan State University, Armenia), MSc in Public Administration (Leiden University, the Netherlands), and International Certificates from The Institute of Risk Management (UK), Harvard Kennedy School of Government (KSG), London School of Economics (LSE), and INSEAD.

Her main areas of expertise include: project/programme/portfolio, outcome, and impact evaluations, resilience building, risk governance, disaster risk reduction, disaster and climate risk governance, civil protection, enterprise risk management (ERM), project/programme/portfolio risk management, national risk assessment, risk management of trust funds, risk financing, and protection of cultural heritages. She has over 20 years management and consultancy experience, working with organizations such as WB, EC, Red Cross, UN, OSF, IDB, NRC NORCAP, and others in Eastern and Western Europe, Western Balkans, South Asia, Central Asia, South Caucasus, South East Asia, Africa, Arab states, and the Caribbean region.

She is fluent in English, Russian, Armenian, and Dutch and has working knowledge of French.

Maira Zeinilova, Team Member, National Expert

She has joined the Caspian project to conduct doctoral research in women political participation/representation within the political system in Kazakhstan. Maira holds BA in International Relations and Conflict Management (Moscow State Linguistic University, Russia), MA in Gender and International Development (University of Warwick, UK) and LL.M in International Law (KIMEP, Kazakhstan). She has extensive experience in development, specifically in gender equality and women's empowerment, working in civil society sector, the diplomatic mission of Israel to Kazakhstan (MASHAV – Israel's Agency for International Development Cooperation) and UN Women – the United Nations Entity for Gender Equality and the Empowerment of Women.

Since 2005 Maira has contributed to implementation of variety of programmes in the area of women economic empowerment, elimination of violence against women and girls, advancement of women's political participation at decision making level and in peace building processes in the former Soviet Union at the policy and institutional level. Maira has been involved, inter alia, in the following activities: gender responsive budgeting in Armenia, Kazakhstan, Moldova, Kyrgyzstan and Russia, informal employment in Kazakhstan and Azerbaijan, temporary special measures for gender-balanced political participation in Kazakhstan and Uzbekistan, access to land resources in Kyrgyzstan and Tajikistan, good governance in Tajikistan, enforcement of domestic violence legislation in Kazakhstan etc.

She is fluent in English, Russian, French, and Kazakh languages.

