

## UNCT Performance Indicators for Gender Equality and Women's Empowerment

### Rating

- 5 = exceeds minimum standards
- 4 = meets minimum standards
- 3 = Needs improvement
- 2 = Inadequate
- 1 = Missing
- 0 = not applicable

Dimensions	Definition	Rating
<b>1. PLANNING (CCA/UNDAFs)<sup>1</sup></b>		
<b>1.a - Adequate UNCT review of country context related to gender equality and women's empowerment</b> <b>Source: UNDG Guidance<sup>2</sup></b>	<p><b>Exceeds minimum standards</b></p> <ul style="list-style-type: none"> <li>Includes an in-depth evidence-based analysis of the ways in which gender inequality is reproduced, including the influence of gender relations, roles, status, inequalities and discrimination in legislation and policies, access to and control of resources.</li> <li>The analysis notes links to national legal frameworks, relevant to the promotion of gender equality and women's empowerment, and specific measures for follow up to CEDAW reports and CEDAW Committee concluding comments.</li> <li>All data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex.</li> <li>Critical capacity gaps are identified in the area of the promotion of gender equality.</li> </ul> <p><b>Meets minimum standards</b></p> <ul style="list-style-type: none"> <li>Includes an analysis of the ways in which gender inequality is reproduced, including the influence of gender relations, roles, status, inequalities and discrimination in access to and control of resources.</li> <li>The analysis notes links to national legal framework relevant to the promotion of gender equality and women's</li> </ul>	<p><b>Needs improvement (Score: 3)</b></p> <p>Sex-disaggregated data and a gender analysis are included in many areas in the 2003 CCA (demography, nutrition, labour market, education, poverty, etc.), and the lack of data is noted as a problem for other areas, such as school drop-outs, external migration and trafficking. The CCA notes the UNDP-supported "Gender in Development" project to facilitate the gathering of gender-related data, and the annual publication since 1998 of a UNFPA-supported Statistical Yearbook "Women and Men in Azerbaijan." However, no gender analysis is provided in a number of the areas covered by the CCA, such as children in institutions, knowledge of HIV/AIDS among adolescents, use of health services beyond reproductive health for women, access to micro credit, and composition of the civil service, and there is no reference to a need for sex-disaggregated data in these areas. Furthermore, issues such as violence against women and other violations of women's rights are not mentioned, even though the 2001 reproductive health survey and other surveys conducted by UN agencies and international NGOs revealed serious gaps in addressing these areas.</p> <p>The result is an uneven analysis of the influence of gender on access to services, and control of</p>

<sup>1</sup> To be completed once during the CCA/UNDAF period. Countries that don't have a CCA/UNDAF, including conflict/post conflict/crisis countries, should apply these indicators and standards to any other common country planning and programming that the UNCT agrees on. This process will be reviewed on an ongoing basis by the Development Operations Coordination Office.

<sup>2</sup> Key source documents are provided as an Annex to the Users' Guide.

Dimensions	Definition	Rating <b>Include reviewer comments and evidence base</b>
	<p>empowerment, and includes reference to CEDAW reports and concluding comments.</p> <ul style="list-style-type: none"> <li>All data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex.</li> </ul> <p><b>Needs improvement</b> Any two of the above three areas (under <i>Meets minimum standards</i>) are met.</p> <p><b>Inadequate</b> Any one of the above three areas (under <i>Meets minimum standards</i>) is met.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p>resources.</p> <p>Links are regularly made to the national legal framework and State Programme for Poverty Reduction and Economic Development (SPPRED), developed in 2002 and adopted in 2003. No reference is made to the CEDAW report (the initial report was submitted in 1998, and no further reports were made until 2007) in the SPPRED, which was mentioned as the sole basis for the CCA/UNDAF, and therefore CEDAW and its Concluding Comments are not mentioned in the CCA. The only reference to CEDAW is in the UNDAF 2005-2009 Results Matrix, which includes as one of its outputs a review of national legislation to bring it in line with the CRC and CEDAW.</p> <p>Evidence base: SPPRED, CCA/UNDAF</p>
<p><b>1.b - Gender equality and women's empowerment in UNDAF outcomes</b></p> <p><b>Source: UNDG Guidance</b></p>	<p><b>Exceeds minimum standard</b> More than one outcome clearly articulates how gender equality and women's empowerment will be promoted.</p> <p><b>Meets minimum standard</b> One outcome clearly articulates how gender equality will be promoted.</p> <p><b>Needs improvement</b> One outcome includes reference to gender, but does not clearly articulate how gender equality will be promoted.</p> <p><b>Inadequate</b> Gender equality or women's empowerment are given 'token' or minimal attention.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p><b>Meets minimum standard (Score: 4)</b></p> <p>UNDAF Outcome no. 3, "Health and nutrition improve, particularly among women, children, and vulnerable groups," refers specifically to improvements for women. Under UNDAF Outcomes 1 and 2, a number of Country Programme Outcomes directly address gender issues.</p> <p>Evidence base: CCA/UNDAF</p>
<p><b>1.c - Gender equality and women's empowerment in UNDAF outputs</b></p> <p><b>Source: UNDG Guidance</b></p>	<p><b>Exceeds minimum standard</b> At least one half of outputs clearly articulate tangible changes for rights holders and duty bearers which will lead to improvements in progress toward gender equality and women's empowerment.</p> <p><b>Meets minimum standard</b> Between one third and one half of outputs clearly articulate tangible changes for rights holders and duty bearers which will lead to improved gender equality.</p> <p><b>Needs improvement</b> Less than one third of outputs clearly articulate tangible changes for rights holders and duty bearers which will lead to improved</p>	<p><b>Exceeds minimum standard (Score: 5)</b></p> <p>Out of 80 Country Programme Outputs in the original UNDAF results matrix, 51% list the collection of sex-disaggregated data or changes for rights holders that have the potential to lead to improvements for women and girls. The results matrix was significantly revised in 2007, raising to 55% the proportion of outputs that articulate changes that will impact girls and women.</p> <p>These percentages and the resulting high score are based on the assumption that outputs such as "2. 16.1 Capacity building support provided to the Ombudsman's Office for human rights advocacy," although not specifically referring to women, nevertheless would include actions to promote</p>

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	<p>gender equality.</p> <p><b>Inadequate</b> Outputs refer to gender equality or women in passing, but with no logical connection to changes in gender equality.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p>women's rights, and that, likewise, activities such as Early Childhood Development would promote appropriate and equal care for both boys and girls, since the indicator for the latter is "# of children attending pre-school facilities: total and by gender".</p> <p>Evidence base: CCA/UNDAF and 2007 UNDAF Annual Review Report and matrix update</p>
<p><b>1.d - Indicators to track UNDAF results are gender-sensitive</b></p> <p><b>Source: UNDG Guidance</b></p>	<p><b>Exceeds minimum standard</b> At least one indicator at outcome level, and one half of indicators at output level, are gender sensitive, and will adequately track progress towards gender equality results.</p> <p><b>Meets minimum standard</b> At least one indicator at outcome level, and between one third and one half of indicators at output level, are gender sensitive, and will adequately track progress towards gender equality results.</p> <p><b>Needs improvement</b> No gender-sensitive indicators at outcome level, and less than one third of indicators at output level are gender sensitive.</p> <p><b>Inadequate</b> Token reference to gender equality or women in indicators.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p><b>Exceeds minimum standard (Score: 5)</b></p> <p>Fourteen indicators at the Country Programme Outcome level are gender-sensitive. As seen under 1.c, More than 50% at output level are gender-sensitive and will track progress towards gender equality. This high level is the result of the concentration of gender-sensitive output indicators in the areas of education and health and nutrition for women and children, where the UNCT is very active.</p> <p>Nevertheless, in spite of this high rating, there is room for further improvement. For example, Country Programme Outcome 2.8 is "The general public and stakeholders are widely aware of MDG/SPPRED progress and importance (UNDP)." The indicator is "# of people who attended town hall meetings," without attention to the gender break-down at these meetings. In addition, no qualitative indicators are being used in areas such as the level of satisfaction with reproductive health services.</p> <p>Evidence base: UNDAF, and UNDAF 2007 Annual Review Report and revised results matrix.</p>
<p><b>1.e - Baselines are gender-sensitive</b></p> <p><b>Source: UNDG Guidance</b></p>	<p><b>Meets minimum standard<sup>3</sup></b> All data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex.</p> <p><b>Needs improvement</b> Some data is sex-disaggregated but sex-disaggregation is not systematic.</p> <p><b>Inadequate</b> There is token sex-disaggregation of data.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p><b>Needs improvement (Score: 3)</b></p> <p>Sex-disaggregated base-line data is provided in only three areas: 1.1.2. % of population in poverty, 1.2.1. Unemployment rate, and 2.4.2. Life expectancy. The UNDAF clearly recognizes the lack of sex-disaggregated data, stating that one of the areas on which particular emphasis will be placed is "Gender disaggregation of all official socioeconomic data" (p. 7). Of 87 areas where baseline data is required, in 11 the 2008 UNDAF Monitoring and Evaluation Framework indicates that the baseline is "to be determined," and in 12 it indicates "not available." The UNCT thus recognizes these gaps, and considerable efforts</p>

<sup>3</sup> It is not possible to exceed the minimum standard in this case, because the indicator refers to an absolute value (all data).

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		<p>have been put into data collection. The Monitoring and Evaluation Frameworks developed in November 2008 thus call for sex-disaggregated data in all areas, but the yearly updates in the Framework remain incomplete, even though in many of the areas the data is now available.</p> <p>Evidence base: CCA/UNDAF and UNDAF 2007 Annual Review Report and results matrix, November 2008 UNDAF M&amp;E Frameworks</p>
<b>2. PROGRAMMING</b>		
<p><b>2.a - Gender perspectives are adequately reflected in joint programming<sup>4</sup></b></p> <p><b>Source: ECOSOC 1997, 2004, 2005, 2006, TCPR 2007, World Summit Outcome 2005</b></p>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>Promoting gender equality and women's empowerment is reflected in long-term programming consistent with the opportunities and challenges identified in the UNCT's background analysis of gender inequality and women's rights situation (e.g., in CCA/UNDAFs, MDG report, etc.).</li> <li>UNCT joint initiative(s) (e.g., advocacy and other initiatives) in support of gender equality and women's empowerment exist.</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>There are detailed, practical and adequately funded programmes addressing the problems and challenges identified in the background analysis of gender inequality and women's rights situation.</li> <li>UNCT joint initiative(s) in support of gender equality exist.</li> </ul> <p><b>Needs improvement</b> Meets either one of the two areas above (under <i>Meets minimum standard</i>).</p> <p><b>Inadequate</b> Token reference to gender equality in programming.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p><b>Meets minimum standard (Score: 4)</b></p> <p>The UNCT is addressing a number of the gender-related challenges identified in the CCA, such as the need to improve reproductive health services, bring national legislation into line with the CRC and CEDAW, improve women's participation in the labour force, reduce girls' school drop-out rate, etc., but the UNCT programming does not reflect all of the challenges identified in the CCA, and especially the need for women's empowerment to have more control over their lives. The establishment of the Gender Theme Group in 2006, the reconstitution of the State Committee on Women's Issues into the State Committee for Family, Women and Children Affairs (SCFWCA) in 2006, and the examination of the country's 2<sup>nd</sup> and 3<sup>rd</sup> combined CEDAW report in 2007 intensified the involvement of the UNCT in gender issues.</p> <p>Two joint programmes - one just completed and the other still ongoing - specifically address gender equality issues identified in the CEDAW Concluding Comments of February 2007. These are (1) 'TV Advocacy Campaign on Gender' (2007-2008: UNFPA, UNDP, UNICEF, UNHCR), and (2) 'Joint Programme to Address Gender-based Violence in Azerbaijan' (2009: UNFPA, UNHCR). As part of the joint programme for the TV advocacy campaign, UNDP and UNFPA launched the book "Educating Women to Educate a Nation".</p> <p>Evidence base: CCA/UNDAF, CEDAW Concluding Comments, programme documents, interviews with SCFWCA, RC, UN agency heads and/or programme staff, and Gender Theme Group members.</p>
<p><b>2.b – Joint programmes</b></p> <p><b>Source: UNDG</b></p>	<p><b>Exceeds minimum standard</b> Key national gender equality and women's empowerment priorities are being addressed through a Joint</p>	<p><b>Exceeds minimum standard (Score: 5)</b></p> <p>The two joint programmes on gender-based</p>

<sup>4</sup> For background information and guidance on joint programming and joint programmes, see <http://www.undg.org/index.cfm?P=237>

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<b>Guidance</b>	<p>Programme on gender equality, and through mainstreaming gender equality into other Joint Programmes.</p> <p><b>Meets minimum standard</b> A Joint Programme on promoting gender equality and women's empowerment is in place, and work is in progress to mainstream gender into other Joint Programmes.</p> <p><b>Needs improvement</b> Joint Programme on promoting gender equality and women's empowerment being formulated, and limited mainstreaming in other Joint Programmes.</p> <p><b>Inadequate</b> No Joint Programme on promoting gender equality and women's empowerment being formulated, and limited attention to gender in Joint Programmes</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p>violence and gender stereotypes address issues raised in the CEDAW Concluding Comments (see 2.a above), and gender equality has been or is being mainstreamed into all other joint programmes. These include: (1) labour force survey (2006: UNDP, UNFPA) (2) improvement of IDP access to mental health services (2008-2009: OHCHR, UNFPA, UNHCR, WHO), (3) collection of sex-disaggregated statistics on migration patterns (in preparation: IOM, UNFPA), (4) improvement of migration services on the basis of the new data (in preparation: IOM, UNHCR), (5) collection of sex-disaggregated data on forced labour (in preparation: ILO, IOM), and (6) mainstreaming gender into the civil service (UNDP and UNFPA). However, the programmes are primarily promoting gender equality in protection measures and in access to services rather than promoting women's empowerment, with the exceptions of the programmes to combat gender-based violence and change gender stereotypes.</p> <p><u>Comment:</u> The interviews revealed that, in addition to the above joint programmes, the UNCT members frequently call on the Gender Theme Group Chair to provide technical support to ensure that gender is adequately addressed in other programmes.</p> <p>Evidence base: UNDAF 2007 and 2008 Annual Review Reports, RC Annual Report 2008, interviews with RC, agency heads and/or programme staff, and Gender Theme Group members.</p>
<p><b>2.c - UNCT support for national priorities related to gender equality and women's empowerment</b></p> <p><b>Source: TCPR 2007</b></p>	<p><b>Exceeds minimum standard</b> UNDAF budgetary allocations support implementation of national gender equality legal frameworks, including: - National Plan of Action on Gender Equality and Women's Empowerment. - implementation of CEDAW, and follow-up to CEDAW Committee concluding comments. - collection and analysis of sex-disaggregated data at the national level. - gender mainstreaming in ministries other than the women's machinery.</p> <p><b>Meets minimum standard</b> Meets any three of the above.</p> <p><b>Needs improvement</b> Meets any two of the above.</p> <p><b>Inadequate</b> Meets one of the above.</p>	<p><b>Meets minimum standard (Score: 4)</b></p> <p>The National Plan of Action on Family and Women's Issues has been stalled in the Cabinet of Ministers for two years, and therefore there are no budgetary allocations to support its implementation.</p> <p>UNFPA and OHCHR provided an expert to support the SCFWCA in the preparation of the 4<sup>th</sup> CEDAW report, and UNDP, UNFPA, UNHCR, UNICEF, and DPI are supporting the SCFWCA in CEDAW follow-up. The areas of support include such activities as the joint programmes listed in Section 2.a, a study on child marriages, programmes for IDPs and refugee women and children, and communication strategies.</p> <p>All agencies are supporting the collection of sex-disaggregated data, but none of them have budget allocations for mainstreaming gender in other ministries besides the SCFWCA.</p>

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	<b>Missing Not applicable</b>	The score of 'Meets minimum standard' was given because the UNCT meets two out of the three criteria that are relevant to Azerbaijan.  Evidence base: 2007 and 2008 UNDAF Annual Review Reports, RC 2008 Annual Report, interviews with government counterparts, RC, agency heads and/or programme staff, and Gender Theme Group members.
<b>2.d - UNCT support to gender mainstreaming in programme based approaches</b>  <b>Source: TCPR 2007</b>	<b>Exceeds minimum standard</b> <ul style="list-style-type: none"> <li>• Capacity development provided to relevant government ministries for mainstreaming gender in Poverty Reduction Strategy Papers or equivalent.</li> <li>• Capacity development provided to relevant government ministries for mainstreaming gender in General Budget Support programming.</li> <li>• Capacity development provided to relevant government ministries for mainstreaming gender in Sector Wide Approaches and/or National Development Plans.</li> </ul> <b>Meets minimum standard</b> Meets any two of the above. <p><b>Needs improvement</b> Meets any one of the above.</p> <b>Inadequate</b> Token attention to gender mainstreaming in programme based approaches. <b>Missing Not applicable</b>	<b>Needs improvement (Score: 3)</b>  Capacity building is not being provided for gender mainstreaming in the State Programme for Poverty Reduction and Sustainable Development 2008-2015 (SPPRSD), but the Gender Theme Group has provided substantive support to the gender component of the SPPRSD. As a result, gender issues are more visible than in the previous State Programme for Poverty Reduction and Economic Development (SPPRED).  All UNCT members are including gender mainstreaming in their capacity development programmes for government staff in areas where gender is relevant, both in the reform of government structures and policies (for example, civil service, social protection, judiciary, and health care reforms), as well as in action plans to address the UNDAF Outcomes (improve services for IDPs and refugees, counter trafficking, improve mental health services and state migration services, protect human rights, implement ratified ILO conventions, establish training programmes for the unemployed, etc.)  Evidence base: 2007 UNDAF Annual Review Report, interviews with government counterparts, RC, agency heads and/or programme staff and Gender Theme Group members
<b>2.e - UNCT support to gender mainstreaming in aid effectiveness processes</b>  <b>Source: TCPR 2007</b>	<b>Exceeds minimum standard</b> <ul style="list-style-type: none"> <li>• Gender-responsive budgeting (GRB) is promoted in the Ministry of Finance and other key ministries.</li> <li>• UNCT takes lead role in strengthening the Government's ability to coordinate donor support to promote gender equality.</li> <li>• UNCT supports monitoring and evaluation of gender mainstreaming in National Development Plans, Poverty Reduction Strategy Papers or equivalent, General Budget Support programming, and Sector Wide Approaches.</li> </ul> <b>Meets minimum standard</b> Meets any two of the above.	<b>Needs improvement (Score: 3)</b>  This category is rated only on the basis of the first and third elements in the list in the 'Definition' column, for the second element is not applicable to Azerbaijan; as stated in the RC's 2008 report, "In the five years since the formulation of the last UNDAF, donors have almost disappeared from Azerbaijan." (p. 15)  The UNCT is not yet promoting gender-responsive budgeting in a comprehensive way within ministries, but UNFPA conducted capacity building on gender budgeting for the gender focal points within 12 ministries, as well as the SCFWCA. However, taking into consideration that gender

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	<p><b>Needs improvement</b> Meets one of the above.</p> <p><b>Inadequate</b> Token attention to gender mainstreaming in aid effectiveness processes.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p>focal points are not in decision-making positions, this is not considered sufficient to ensure the implementation of gender-sensitive budgeting. In addition, UNICEF has begun promoting 'social budgeting' for the analysis of government allocations to social sectors as a first step.</p> <p>The UNCT was not involved in monitoring the SPPRED, but it has supported the monitoring and evaluation of gender mainstreaming in the new SPPRS, as well as in sector-specific national development plans.</p> <p>Evidence base: UNDAF 2007 Annual Review Report, RC 2008 Annual Report, interviews with government counterparts, RC, heads of agencies and/or programme staff.</p>
<b>3. PARTNERSHIPS</b>		
<p><b>3.a - Involvement of National Machineries for Women / Gender Equality and women's departments at the sub-national level<sup>5</sup></b></p> <p><b>Source: UNDG Guidance</b></p>	<p><b>Exceeds minimum standard</b> Women's machinery/department participates fully in:</p> <ul style="list-style-type: none"> <li>• Consultations about CCA/UNDAF planning (e.g. the prioritization retreat).</li> <li>• Development of UNDAF outcomes, outputs and indicators.</li> <li>• As key informants/stakeholders in the monitoring and evaluation of UNDAF results.</li> </ul> <p>Full participation means that the women's machinery/department is present at meetings, is involved in decision-making, and that recommendations made are followed-up and there is involvement at the implementation level.</p> <ul style="list-style-type: none"> <li>• Role of women's machinery in supporting achievement of UNDAF outcomes clearly defined.</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>• Women's machinery/department participates fully in CCA/UNDAF consultations.</li> <li>• Role of women's machinery/department in supporting achievement of UNDAF outcomes clearly defined.</li> </ul> <p><b>Needs improvement</b></p> <ul style="list-style-type: none"> <li>• Women's machinery/department participates fully in one of the above (under <i>Meets minimum standard</i>).</li> </ul> <p><b>Inadequate</b> Token participation by women's machinery/department.</p>	<p><b>Needs improvement (Score: 3)</b></p> <p>The CCA does not include a list of the government counterparts which participated in its elaboration. However, the State Committee on Women's Affairs (SCWA), which at that time constituted the 'women's department', is not mentioned anywhere in the report. The list of participants in the 2005-2009 UNDAF process includes the Ombudsperson (a woman), but not the SCWA.</p> <p>On the other hand, the State Committee for Family, Women, and Children's Affairs, which replaced the SCWA in 2006, has become a key partner for a number of the UN agencies. The women's government machinery is thus supporting the achievement of the UNDAF outcomes. Although this role is not clearly defined in the UNDAF, a rating of 'Needs improvement' was given because its role is clearly more than 'token'.</p> <p>Evidence base: CCA/UNDAF, 2008 UNDAF Annual Report, interviews with government counterparts, agency heads/programme staff.</p>

<sup>5</sup> To be completed once during the CCA/UNDAF process.

Dimensions	Definition	Rating Include reviewer comments and evidence base
	<b>Missing Not applicable</b>	
<p><b>3.b - Involvement of women's NGOs and networks<sup>6</sup></b></p> <p><b>Source: UNDG Guidance</b></p>	<p><b>Exceeds minimum standard</b> Women's NGOs and networks participate fully in:</p> <ul style="list-style-type: none"> <li>• Consultations around CCA/UNDAF planning (e.g. the prioritization retreat).</li> <li>• Development of UNDAF outcomes, outputs and indicators.</li> <li>• Monitoring and evaluation of UNDAF results.</li> </ul> <p>Full participation means that women NGOs and network representatives are present at meetings, involved in decision-making, that recommendations made are followed-up, and that they are also involved at the implementation level.</p> <ul style="list-style-type: none"> <li>• Role of women's NGOs and networks in supporting achievement of UNDAF outcomes clearly defined.</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>• Women's NGOs and networks participate fully in CCA/UNDAF consultations.</li> <li>• Role of women's NGOs and networks in supporting achievement of UNDAF outcomes clearly defined.</li> </ul> <p><b>Needs improvement</b></p> <ul style="list-style-type: none"> <li>• Women's NGOs and networks participate fully in one of the above (under <i>Meets minimum standard</i>)</li> </ul> <p><b>Inadequate</b> Token participation by women's NGOs and networks.</p> <p><b>Missing Not applicable</b></p>	<p><b>Needs improvement (Score: 3)</b></p> <p>Women's NGOs and network representatives were involved in the development of the CCA/UNDAF through the respective CCA and UNDAF theme groups. Women's NGOs are listed as partners in the UNDAF Results Matrix, but the UNCT did not involve them in the 2007 UNDAF review which resulted in a major revision of UNDAF outputs and indicators. Nor were they involved in the 2008 UNDAF review.</p> <p>Women's NGOs and networks are, however, regularly involved in the planning, implementation, and monitoring and evaluation of a number of gender equality and women's empowerment programmes such as the past UNIFEM-supported programme on women and peace, the UNDP 2007 Human Development Report on "Gender Attitudes," the mobilization of civil society in response to HIV/AIDS, the campaign against domestic violence, the training of police and border guards in counter-trafficking, etc. Their roles are clearly defined in these initiatives.</p> <p>Evidence base: CCA/UNDAF, 2007 UNDAF Review Report, 2008 RC Annual Report and UNCT 2008 Annual Report, interviews with women's NGOs.</p>
<p><b>3.c - Women from excluded groups included as programme partners and beneficiaries in key UNCT initiatives</b></p>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>• Women from excluded groups and their capacities and livelihoods strategies, clearly identified in UNCT country level analysis.</li> <li>• UNCT proactively involves women from excluded groups in planning, implementation, decision-making, and monitoring and evaluation.</li> </ul>	<p><b>Meets minimum standard (Score: 4)</b></p> <p>The main vulnerable groups identified in the CCA/UNDAF are IDPs and refugees, children in institutions, unemployed youth, and people living in poverty in both urban and rural areas (including street children). Women and girls from these groups are clearly identified in the CCA with the</p>

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<b>Source: UNDG Guidance</b>	<ul style="list-style-type: none"> <li>Women from excluded groups are participants and beneficiaries in key UNCT initiatives, e.g. in UNDAF outcomes and outputs.</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>Women from excluded groups clearly identified in UNCT country level analysis.</li> <li>Women from excluded groups are participants and beneficiaries in key UNCT activities, e.g. in UNDAF outcomes and outputs.</li> </ul> <p><b>Needs improvement</b> Meets one of the above (under <i>Meets minimum standard</i>).</p> <p><b>Inadequate</b> Token involvement of women from excluded groups.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p>exception of children in institutions and street children, and many of the UNCT-supported programmes address their needs.</p> <p>It is not clear the extent to which women and girls from excluded groups participate in the planning, implementation, monitoring and evaluation of UNCT-supported programmes/projects. It is occurring in some projects, such as the IOM-supported water project in which women are systematically included in the 'water users' coordination team. The World Bank also stipulates that women should constitute 40-50% of the members of the committees responsible for managing its rural development projects (infrastructure, water supply, schools), and that an equal proportion of the 'cluster heads' be women.</p> <p>On the other hand, women and girls in vulnerable groups are clearly the beneficiaries of a wide range of UNCT-supported programmes: the training of IDP women for the labour market, campaigns to reduce the level of girls' school drop-out in the poorest regions, programmes for the de-institutionalization of children, strategies to improve health, nutrition and education in the rural areas, etc.</p> <p>Evidence base: CCA/UNDAF, interviews with agency heads/programme staff.</p>
<b>4. UNCT CAPACITIES</b>		
<p><b>4.a – Multi-stakeholder Gender Theme Group is effective</b></p> <p><b>Source: TCPR 2007</b></p>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>Gender Theme Group adequately resourced, and resourced equally to other Theme Groups.</li> <li>All key stakeholders participate (e.g. national partners, Bretton Woods institutions, regional banks, civil society, trades unions, employer organizations, the private sector, donors, and international NGOs).</li> <li>Gender Theme Group recommendations taken into account in preparation of CCA/UNDAF.</li> <li>Gender Theme Group has a clear terms of reference with membership of staff at decision making levels and clear accountability as a group.</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>Gender Theme Group adequately resourced.</li> <li>Gender Theme Group recommendations taken into account in preparation of</li> </ul>	<p><b>Meets minimum standard (Score: 4)</b></p> <p>The UNCT does not provide resources to any of the Theme Groups, in view of its modest budget; instead, the resources come from agencies participating in Joint Programmes.</p> <p>No Theme Groups existed when the current CCA/UNDAF were developed. However, because the Gender Theme Group recommendations have been taken into account in the 2007 UNDAF Review, the UNCT has been given a positive score for this component.</p> <p>The Gender Theme Group has clear terms of reference, with clear lines of accountability. Its Chair is a Programme Analyst, and the other members are seven programme officers and four administrative assistants, of which three are male. All UN agencies participate, including the World Bank, though not all on a regular basis, due in large part to the small size of many offices (ILO, for example, has a total of 2 staff).</p>

Dimensions	Definition	Rating  Include reviewer comments and evidence base
	<p>CCA/UNDAF.</p> <ul style="list-style-type: none"> <li>Gender Theme Group has a clear terms of reference.</li> </ul> <p><b>Needs improvement</b> Meets any two of the above (under <i>Meets minimum standard</i>).</p> <p><b>Inadequate</b> Meets any one of the above (under <i>Meets minimum standard</i>).</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p>Extended group members are included only occasionally in the Gender Theme Group meetings, as relevant, because of the wide divergence in their mandates. More frequent involvement of women's NGOs, as appropriate, could constitute a useful form of capacity building and empowerment.</p> <p>Evidence base: interviews with RC and Gender Theme Group Chair, 2007 UNDAF review, Gender Theme Group Terms of Reference.</p>
<p><b>4.b – Capacity assessment and development of UNCTs in gender equality and women's empowerment programming</b></p> <p><b>Source: ECOSOC 2006</b></p>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>Resident Coordinator systematically promotes, monitors and reports on capacity assessment and development activities related to gender equality and women's empowerment.</li> <li>Regular review of capacity of UNCT to undertake gender mainstreaming (e.g. once every one or two years).</li> <li>The impact of the gender component of existing training programmes regularly reviewed, and revised based on the review.</li> <li>Training on gender mainstreaming takes place for all UNCT staff (one day every six months for new staff for first year, minimum of one day of training once every year after this).</li> <li>Gender specialists and gender focal points receive specific training (minimum four days of training a year on gender equality and women's empowerment programming).</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>Resident Coordinator systematically promotes, monitors and reports on capacity development activities related to gender equality and women's empowerment</li> <li>Regular review of capacity of UNCT to undertake gender mainstreaming (e.g. once every two or three years).</li> <li>Training on gender mainstreaming takes place for all UNCT staff (one day every six months for new staff for first year, minimum of one day of training once every two years after this).</li> <li>Gender specialists and gender focal points</li> </ul>	<p><b>Needs improvement (Score: 3)</b></p> <p>There has been a change in the Resident Coordinator during this current UNDAF cycle. Both Resident Coordinators have supported capacity development activities related to gender equality. Because many UN agencies have made their own gender training mandatory for programme staff, it is only recently with the creation of the Gender Theme Group that the UNCT has reviewed more systematically the capacity of senior-level programme staff to mainstream gender.</p> <p>The Gender Theme Group Chair carried out training for all Group members in 2007. Training for interested UNCT staff was held in November 2008 with the support of the RC Office. A Gender Briefing Kit is being prepared to serve as a tool for all UN staff members with funding provided by the RC Fund; however, no further training is foreseen for 2009.</p> <p><u>Comment:</u> The suggested training schedule was considered to be too intensive for small UN teams in middle-income countries, where many staff members – including the gender focal points - fulfill several functions, and therefore must participate in training courses in a number of areas. In addition, the level of staff turn-over would not necessarily justify the expense of organizing a training session for new staff every six months.</p> <p>Evidence base: minutes of UNCT meetings, interviews with RC and Gender Theme Group members.</p>

Dimensions	Definition	Rating Include reviewer comments and evidence base
	<p>receive specific training (minimum two days of training a year on gender equality and women's empowerment programming).</p> <p><b>Needs improvement</b> Any two of the above (under <i>Meets minimum standard</i>) are met.</p> <p><b>Inadequate</b> Token attention to capacity development of UNCTs in gender mainstreaming.</p> <p><b>Missing</b> <b>Not applicable</b></p>	
<p><b>4.c – Gender expert roster with national, regional and international expertise used by UNCT members<sup>7</sup></b></p> <p><b>Source: ECOSOC 2006</b></p>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>Gender expert roster exists, is regularly updated and includes national, regional and international experts.</li> <li>Experts participate in key UNCT activities (e.g. UNDAF planning, development of Joint Programmes on gender equality and women's empowerment).</li> <li>Roster used on a regular basis by UN agencies (dependent on size of UN country programme).</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>Gender expert roster exists.</li> <li>Roster used on a regular basis by some UN agencies (dependent on size of UN country programme).</li> </ul> <p><b>Needs improvement</b> Roster in place but not updated or utilised.</p> <p><b>Inadequate</b> No roster exists.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p><b>Needs improvement (Score: 3)</b></p> <p>Currently, a number of UN agencies have their own rosters of national, regional and international gender experts.</p> <p>The new Gender Briefing Kit, which will be launched in May 2009 for use by all UNCT members, will include a roster of national gender experts.</p>
<p><b>5. DECISION-MAKING</b></p>		
<p><b>5.a – Gender Theme Group coordinator is part of UNCT Heads of Agency group</b></p> <p><b>Source: TCPR 2007</b></p>	<p>Yes/No</p>	<p><b>No. (Score: 0)</b></p> <p><u>Comment:</u> The Gender Theme Group Chair is UNFPA's Programme Analyst. In the interviews, there were mixed views on whether or not it would be useful for the Gender Theme Group Chair to be a part of the UNCT. Some agencies felt that it was sufficient for the Head of UNFPA to be present,</p>

<sup>7</sup>The roster can be maintained at national or regional levels.

Dimensions	Definition	Rating <b>Include reviewer comments and evidence base</b>
		<p>while others felt that it would be useful for the Chair to attend on a regular basis, in order to help ensure that the gender implications for all UNCT-supported programmes are explored. At the UNCT discussion of the follow-up recommendations, it was decided that because some of the UNCT meetings are devoted to operational issues, it would not be a good use of the GTG Chair's time for her to be an official member. However, care would continue to be taken to ensure that she was included whenever relevant.</p> <p>Evidence base: interviews with RC, agency heads and/or programme staff, and Gender Theme Group members, UNCT debriefing meeting.</p>
<p><b>5.b - UNCT Heads of Agency meetings regularly take up gender equality programming and support issues</b></p> <p><b>Source: TCPR 2007</b></p>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>Gender equality programming and support issues included in 75% of Heads of Agency meetings.</li> <li>Decisions related to gender equality programming and support issues are followed through.</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>Gender equality programming and support issues are included in 50% of Heads of Agency meetings.</li> <li>Decisions related to gender equality programming and support issues are followed through.</li> </ul> <p><b>Needs improvement</b> Heads of Agency meetings occasionally include gender equality programming on their agenda.</p> <p><b>Inadequate</b> Token attention to gender equality programming and support issues.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p><b>Exceeds minimum standard (Score: 5)</b></p> <p>Eleven reports and /or agendas from UNCT heads of agency meetings were reviewed for 2006, 2007, 2008 and 2009. Gender programming issues were addressed in nine of the meetings. Responsibility for ensuring that decisions are followed through rests with the Gender Theme Group, whose work is monitored by the UNCT through the submission of a workplan at the beginning of each year, and then a report on results at the end of the year.</p> <p>Since the reports record only the decisions taken by the UNCT, the extent to which substantive discussions were held is not clear. However, the interview results indicated that the UNCT meetings focus on approving and monitoring the Gender Theme Group's workplan, and that challenges in the area of gender equality and women's empowerment have not been placed on the agenda.</p> <p>Because the Gender Theme Group Chair is not a member of the UNCT, the Chair is present at the meetings only for the agenda item related specifically to gender.</p> <p>Evidence base: Reports of UNCT meetings for June 2007 – February 2009, interviews with RC, agency heads and/or programme staff, and Gender Theme Group Chair.</p>
<p><b>6. BUDGETING</b></p>		
<p><b>6.a - UNCT Gender responsive budgeting system instituted</b></p> <p><b>Source: ECOSOC 2005</b></p>	<p><b>Exceeds minimum standard</b> The UNCT has implemented a budgeting system which tracks UNCT expenditures for gender equality programming, as a means of ensuring adequate resource allocation for promoting gender equality.</p>	<p><b>Not applicable (Score: 0)</b></p> <p>The RC's budget is very modest, and is primarily devoted to covering operational costs. It is therefore easy to track amounts allocated for gender equality programming. They represented 11% of the RC budget in 2007, and 9% in 2008.</p>

Dimensions	Definition	Rating  Include reviewer comments and evidence base
	<p><b>Meets minimum standard</b> The UNCT has clear plans for implementing a budgeting system to track UNCT expenditures for gender equality programming, with timelines for completion of the plan noted.</p> <p><b>Needs improvement</b> Discussions ongoing concerning the need to implement a budgeting system to track UNCT expenditures for gender equality programming.</p> <p><b>Inadequate</b> The issue of implementing a budgeting system to track UNCT expenditures for gender equality programming has been raised, but a decision was taken not to proceed with this.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p>The funding level for 2009 is not yet final, but the RC is covering part of the expenses for the Scorecard exercise, and the full cost of the Gender Briefing Kit.</p> <p>No system is in place to track joint programme budgets.</p> <p>Evidence base: Minutes of UNCT meetings 2006-2009, interview with RC.</p>
<p><b>6.b - Specific budgets allocated to stimulate stronger programming on gender equality and women's empowerment</b></p> <p><b>Source: ECOSOC 2005</b></p>	<p><b>Exceeds minimum standard</b> Specific budgets to strengthen UNCT support for gender equality and women's empowerment located for:</p> <ul style="list-style-type: none"> <li>• Capacity development and training of UNCT members.</li> <li>• Gender equality pilot projects.</li> <li>• Support to national women's machinery.</li> <li>• Support to women's NGOs and networks.</li> <li>• Maintenance of experts' roster.</li> <li>• Gender mainstreaming in CCA/ UNDAF exercises (e.g. for the preparation of background documentation, gender analysis capacity building, technical resource persons, etc.).</li> </ul> <p><b>Meets minimum standard</b> Specific budgets allocated for any four of the above.</p> <p><b>Needs improvement</b> Specific budgets allocated for any three of the above.</p> <p><b>Inadequate</b> Specific budget allocated for one or two of the above.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p><b>Meets minimum standards (Score: 4)</b></p> <p>Because of the modest size of the RC's budget, funds for supporting gender equality and women's empowerment are normally provided by the UNCT members. Nevertheless, as seen under 6.a, funding from the RC's budget has supported capacity building for UNCT members.</p> <p><b>Comment:</b> Although this question applies to the RC's budget, because it is too modest to provide support to the actions listed for this component of the Scorecard, the criteria were instead applied to the UNCT member agencies. It is on this basis that the rating of 'Meets minimum requirements' was given. The UNCT members allocated budgets to the following four activities out of the adjacent list:</p> <ul style="list-style-type: none"> <li>- Capacity building exercises for UNCT staff, and the preparation of a Gender Briefing Kit.</li> <li>- Support to projects to promote gender equality, such as the training of women IDPs for employment, research and advocacy campaigns on gender issues, etc.</li> <li>- Financial support for the national women's machinery, such as the preparation of CEDAW reports.</li> <li>- Support to women's NGOs and networks.</li> </ul> <p>Evidence base: interviews with RC, agency heads/programme staff, Gender Theme Group members, and women's NGOs.</p>

Dimensions	Definition	Rating Include reviewer comments and evidence base
<b>7. MONITORING AND EVALUATION</b>		
<p><b>7.a - Monitoring and evaluation includes adequate attention to gender mainstreaming and the promotion of gender equality and women's empowerment</b></p> <p><b>Source: UNDG Guidance</b></p>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>• A dedicated gender equality evaluation is carried out once during the UNDAF period.</li> <li>• Gender audit undertaken once during UNDAF period.</li> <li>• The UNDAF Monitoring and Evaluation Framework measures gender-related outcome and output expected results.</li> <li>• Data for gender-sensitive indicators in the UNDAF Results Matrix is gathered as planned.</li> <li>• All monitoring and evaluation data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex.</li> <li>• The UNDAF Annual Review reports on the main gender-related expected results.</li> <li>• Resident Coordinator reporting covers the main gender-related expected results.</li> <li>• Gaps against planned results are rectified at an early stage.</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>• The UNDAF Monitoring and Evaluation Framework measures gender-related outcome and output expected results.</li> <li>• Data for gender-sensitive indicators in the UNDAF Results Matrix is gathered as planned.</li> <li>• All monitoring and evaluation data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex.</li> <li>• The UNDAF/CAP Annual Review reports on the main gender-related expected results.</li> <li>• Resident Coordinator reporting covers the main gender-related expected results.</li> </ul> <p><b>Needs improvement</b> Any four of the above (under <i>Meets minimum standard</i>) are achieved.</p> <p><b>Inadequate</b> Less than four of the above (under <i>Meets minimum standard</i>) are achieved.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p><b>Needs improvement (Score: 3)</b></p> <p>The UNCT fully recognizes that monitoring and evaluation are the weakest area of its work. Significant efforts have been devoted to strengthening the collection and analysis of data by the government, with the result that in 2008 the RC's Annual Report announced that there was "increasing convergence between official and survey data on social indicators" and "an expanding evidence base for policy development." Examples of some of the major studies recently supported by the UNCT are the government's first Demographic and Health Survey using WHO definitions, the UNDP 2007 Human Development Report on gender attitudes, two Labour Force Surveys, the Survey on Domestic Violence (2008), the establishment of a farm data and monitoring system, and the Statistical Yearbook on 'Women and men in Azerbaijan'. It is supporting the preparation of further surveys, some of which are listed in Section 2.b. AzerbaijanInfo (supported by UNICEF, and now maintained by the State Statistical Committee) is expected to be launched in mid 2009, providing Government, UN agencies and other partners with a common source of MDG-related information. Considerable work has thus been devoted to gathering gender-sensitive data as planned.</p> <p>The majority of the indicators for the M&amp;E Frameworks for the four UNDAF Outcomes are gender-sensitive where relevant. Nevertheless, not all of the data were gathered, and, for some of the indicators, the Frameworks remain incomplete with no indication as to the reason for the lack of entries.</p> <p>The UNDAF Annual Reviews for 2007 and 2008 reported on the main gender-related expected results.</p> <p>The 2007 and 2008 RC Annual Reports also covered the main gender-related results.</p> <p>Evidence base: UNDAF M&amp;E Frameworks, 2007 and 2008 UNDAF Annual Reviews, 2008 M&amp;E Frameworks, 2007 and 2008 RC Annual Reports, interviews with RC and agency heads/programme staff.</p>

Dimensions	Definition	Rating Include reviewer comments and evidence base
<b>8. QUALITY CONTROL AND ACCOUNTABILITY</b>		
<p><b>8.a - CCA/UNDAF quality control<sup>8</sup></b></p> <p><b>Source: UNDG Guidance</b></p>	<p><b>Exceeds minimum standards</b></p> <ul style="list-style-type: none"> <li>• Gender experts involved in all aspects of CCA/UNDAF preparation.</li> <li>• Readers' Group comments refer specifically to gender equality and empowerment of women.</li> <li>• Evidence of changes based on Readers' Group comments concerning gender equality and empowerment of women.</li> <li>• Relevant assessment on gender equality and empowerment of women from the CCA quality review template taken into account in revising the CCA/.</li> <li>• Relevant assessment on gender equality and empowerment of women from the UNDAF quality review template taken into account in revising the UNDAF.</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>• Gender experts involved in all aspects of CCA/UNDAF preparation.</li> <li>• Relevant assessment on gender equality and empowerment of women from the CCA quality review template taken into account in revising the CCA.</li> <li>• Relevant assessment on gender equality and empowerment of women from the UNDAF quality review template taken into account in revising the UNDAF.</li> </ul> <p><b>Needs improvement</b> Meets only one or two of the above (under <i>Meets minimum standard</i>).</p> <p><b>Inadequate</b> Token attention to gender equality during review and quality control exercises.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p><b>Needs improvement (Score: 3)</b></p> <p>No gender experts were involved in the preparation of the CCA/UNDAF in 2004.</p> <p>A Readers' Group was constituted to comment on the CCA, but no copies were found in the archives. There is no information on whether the quality review templates were used for the CCA and UNDAF.</p> <p>On the other hand, when the UNDAF was reviewed in 2007, the comments of the Gender Theme Group were fully incorporated.</p> <p>Evidence base: CCA, interviews with programme staff who participated in the preparation of the 2005-2009 CCA/UNDAF, research in the RC archives, 2007 UNDAF Annual Review, interview with Gender Theme Group Chair.</p>

<sup>8</sup> To be completed once during the CCA/UNDAF process.