

Good Practice Example:

UNCT-SWAP PERFORMANCE INDICATOR 5.2

Virtual Toolkit Resource



What?

Capacity Assessment Report & Proposed Capacity Development Plan
(UN Ukraine, 2021)



Why?

This Capacity Assessment Report & Proposed Capacity Development Plan, developed by the Gender Theme Group in Ukraine, is a modification of the global resource Gender Equality Capacity Assessment Tool developed by UN Women Training Centre (2014).

The capacity assessment was developed to support GTG members to self-assess their knowledge and skills in gender mainstreaming in order to identify capacity gaps and learning needs. The key findings were compiled, analyzed and outlined in this report and used to develop a capacity development plan.

The capacity development plan was developed in line with the UNCT-SWAP Scorecard requirements for Performance Indicator 5.2 (criteria a and b).

The questionnaire used for the capacity assessment is available [here](#).



Performance Indicator 5.2 Gender Capacities

Approaches Minimum Requirements	a. At least one substantive inter-agency capacity development activity for UN personnel has been carried out during the past year.
Meets Minimum Requirements	Meets two of the following three : a. At least one substantive inter-agency capacity development activity for UN personnel has been carried out during the past year. b. A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per Cooperation Framework cycle and targets are on track. c. UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.



Performance Indicator 5.2 Gender Capacities

Exceeds Minimum Requirements

Meets **all** of the following:

- a. At least one substantive inter-agency capacity development activity for UN personnel has been carried out during the past year.
- b. A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per Cooperation Framework cycle and targets are on track.
- c. UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.



Gender Theme Group (GTG)

UN Country Team – Ukraine

Capacity Assessment Report & Proposed Capacity Development Plan

March 2021

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Capacity Assessment Report

Introduction

The Gender Theme Group (GTG) is an interagency coordination mechanism, which acts to strengthen the performance of the United Nations Country Team (UNCT) in Ukraine on gender equality by providing policy advice, coordinating programming issues within the United Nations Partnership Framework and providing technical support on gender equality and women's empowerment (GEWE). In 2021 the GTG in Ukraine consists of 31 official members from 18 agencies.

For the GTG to support efforts relating to GEWE across the UNCT, it is essential that members have capacity and confidence in different areas relating to gender mainstreaming. A simple gender equality self-assessment among members was therefore carried out in order to identify **capacity gaps** and **learning needs**, and to use results to develop a **capacity development plan**.

Methodology and process

The tool used was a modified version of the self-assessment questionnaire found in the Gender Equality Capacity Assessment Tool.¹

The questionnaire was comprised of 2 sections:

1.) Background and Education

Respondents indicated their roles/agencies, educational background, to what extent gender was integrated into their studies, and if they have attended gender training courses in the past 2 years.

2.) Knowledge on GEWE

Respondents indicated their level of confidence against 18 statements, relating to **five core capacities of work with GEWE**:

- Gender Analysis and Strategic Planning
- Gender-Responsive Programming, Budgeting and Implementation
- Knowledge Management, Communication and Gender responsive M&E
- Effective Partnerships and Advocacy on Promoting Gender Equality
- Innovation in Gender Transformative Approaches

The levels of confidence for each of the 18 statements where:

- 1: I don't know about this
- 2: I know about this
- 3: I am confident enough to use this in my everyday work
- 4: I am confident enough to lead work on this

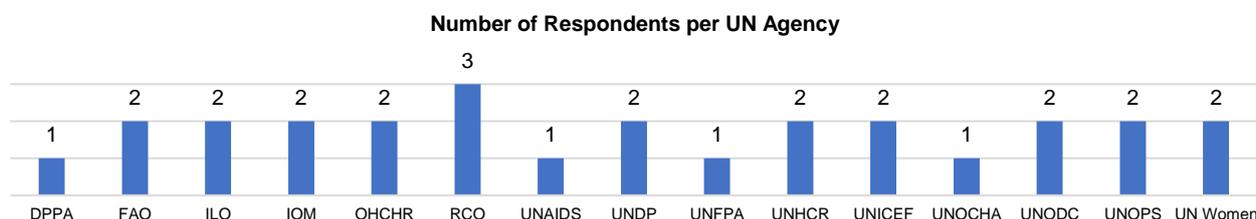
For the purpose of analysing findings, the confidence levels (1-4) were converted into scores and an average group score per question was generated as a percentage. This allowed for easy comparison across questions on **how confident the group feels in different core capacities** of GEWE work. In the table of results on page 6, each statement is also disaggregated by how many respondents answered per level of confidence.

Note that this is a self-assessment, not an objective analysis of individual capacities, and as such has limitations in scope and complexity of results.

¹ [2 Manual Gender Equality Capacity EN.pdf \(unwomen.org\)](#)

GTG Members' Background and Experience

In total **27 GTG members** (20 females, 7 males) from **15 UN entities** completed the questionnaire.²



Respondents by Level and Area of Work

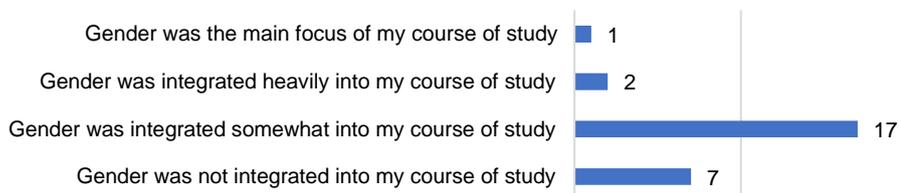
Level 1 & 2	D1	1
	P5	3
Level 3	P4	2
	P3	1
	NOC	3
IICA-2, LICA-10		2
Level 4	NOB	5
	NOA	3
	SB4	2
	SC3	1
Unknown ³		4
		27

Communications	2
M&E	2
Senior Management	5
Programmes/Projects	11
Thematic Areas	7
	27

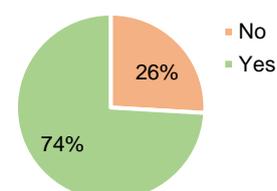
Education and Training Experience with Gender

- All respondents have completed a post-graduate/master's degree or higher.
- 5 out of the 27 respondents have a PhD
- 11% of respondents had gender as their main focus of study or it was heavily integrated into their course of study. 63% respondents had gender somewhat integrated into their course of study, meanwhile for 26% of respondents gender was not integrated at all into their course of study.
- 74% of respondents (20 individuals) have attended a gender related training in the past 2 years. The topics of these trainings varied greatly and included topics such as gender mainstreaming in programming, gender integration into monitoring, and gender equality and non-discrimination.

To What Extent was Gender an Integral Part of your Education?



Have you taken Gender Related Training or Courses in the last two years?



² It should be noted that there was some variation between the official list of GTG members and the individuals who responded to the questionnaire. A few respondents are not official members of the GTG but are on the GTG mailing list. This may be due to a few agencies not having updated their list of official members for 2021.

³ These respondents did not clearly indicate their level in the questionnaire.

Summary of Responses per Question and Core Capacity

Capacity Areas Relating to Gender Equality.	Number of respondents by confidence level in different capacity areas relating to gender equality.				Average Group Score
	1- I don't know about this	2- I know about this	3- I am confident enough to use this in my everyday work	4 - I am confident enough to lead work on this	
Gender Analysis and Strategic Planning					
1. Understand & explain gender concepts and frameworks for analysis	1	6	13	7	65%
2. Understand & explain gender-responsive data to inform new research	1	7	12	7	64%
3. Analyse gender dynamics within given context (1) organization, (2) thematic area (policies, rules, programmes, etc.)	0	9	12	6	63%
4. Argue & advocate for gender analysis and strategic planning	1	5	14	7	67%
5. Develop and apply strategies that address gender dynamics in planning processes	1	14	8	4	52%
Gender-Responsive Programming, Budgeting and Implementation					
6. Translate research outcomes to define gender-responsive programmes or budgets	2	6	14	5	60%
7. Develop gender-responsive programmes, budgets or plans	2	9	13	3	54%
8. Lobby and advocate for the use of funds in a gender-responsive manner at community, political or organizational level	1	13	7	6	56%
9. Mainstream gender throughout all programmes	0	5	16	6	68%
10. Mainstream gender throughout operations	0	7	16	4	63%
Knowledge Management, Communication and Gender responsive M&E					
11. Collect, interpret and report on sex-disaggregated data for tracking progress (M&E) on gender programmes or policies	1	5	13	8	68%
12. Train others on gender-responsive M&E systems and ability to use them	6	11	8	2	41%
13. Produce quality documentation on gender for use on knowledge & communication platforms	2	9	11	5	57%
Effective Partnerships and Advocacy on Promoting Gender Equality					
14. Ability to build effective partnerships with key partners based on gender & partnership knowledge	0	9	11	7	64%
15. Develop joint gender advocacy materials with other organizations using research outcomes/other material	3	7	9	8	60%
Innovation in Gender Transformative Approaches					
16. Understand and recognize gender transformative approaches	4	11	9	3	47%
17. Understand and recognize gender transformative outcomes and results	3	13	8	3	47%
18. Capacity to advocate for innovative and gender transformative approaches	5	12	7	3	43%

Key Findings

Results by Core Gender Capacity

A summary of key results from the self-assessment questionnaire can be found below per core gender capacity. To read more about each core capacity please refer to the Gender Equality Capacity Assessment Tool,⁴ where each area is elaborated on in detail. The percentages indicated in brackets below are the average group scores.

Gender Analysis and Strategic Planning (62%)

- Overall respondents indicate a high level of confidence in this capacity area, particularly in terms of understanding and explaining gender concepts (65%) and advocating for a gender analysis and strategic planning (67%).
- Respondents as a group are least confident in developing and applying strategies that address gender dynamics in planning processes (52%).

Gender-Responsive Programming, Budgeting and Implementation (60%)

- Overall respondents indicate a higher level of confidence in mainstreaming gender throughout programmes (68%) and operations (63%).
- Respondents as a group are least confident in developing gender-responsive programmes, budgets or plans (54%), and advocating for funds in a gender responsive manner (56%).

Knowledge Management, Communication and Gender responsive M&E (55%)

- Respondents indicate mixed levels of confidence in this capacity area.
- There is high confidence in collecting, interpreting and reporting on sex-disaggregated data for tracking progress (M&E) on gender programmes (68%).
- There is less confidence in training others on using gender-responsive M&E systems (41%) and producing quality documentation gender for use on knowledge & communication platforms (57%).

Effective Partnerships and Advocacy on Promoting Gender Equality (62%)

- Respondents indicate a high level of confidence in this capacity area, both in terms of building effective partnerships (64%) and developing joint gender advocacy materials (60%).

Innovation in Gender Transformative Approaches (46%)

- Respondents are least confident in this core capacity. The group does not feel confident to understand and recognize gender transformative approaches, outcomes and results (47%), nor advocate for them (43%).

⁴ [2 Manual Gender Equality Capacity EN.pdf \(unwomen.org\)](#)

Results within the Group

The average level of confidence across all capacity areas among respondents was 2.7, which indicates that most people are confident enough to use the various strategies from the assessment in their everyday work. However, the confidence levels among respondents varied greatly from person to person, indicating a **wide variety of experiences in the group**.

When collating all responses from the 18 statements and all 27 respondents, it is possible to see the wide variety of confidence levels for the group.

Responses by Confidence Level

	1- I don't know about this	2- I know about this	3- I am confident enough to use this in my everyday work	4 - I am confident enough to lead work on this
Percentage of Responses	7%	33%	41%	19%

When reviewing the results per person the following findings points are worth noting:

- 8 individuals (30%) indicated '1- I don't know about this' for at least one statement. 5 individuals indicated the same for 4 or more statements.
- 15 individuals (56%) indicated '4- I am confident enough to lead work on this' for at least one statement. 11 individuals indicated the same for 4 or more statements.

Interest in Capacity Development

The questionnaire also asked respondents to indicate one or more types of capacity development activities that they might be interested in. Many respondents were interested in sharing experiences through a Community of Practice and by dedicating specific training days to different topics.

What Type of Capacity Development Activities Would you be Interested in?



The questionnaire also asked: **Do you have any suggestions on how UN Women can support capacity development of GTG members/ Gender Focal Points?**

Suggestions and points mentioned by respondents relating to capacity development included:

- Help to ensure gender is part of the Personal Development Plan if not direct area of work.
- Regular capacity assessments (bi-annual) should be held to inform the capacity development of the GFPs.
- Short-term thematic trainings

- I believe that GTG members/ Gender Focal Points would benefit from trainings of trainers on gender mainstreaming and training sessions on how to promote gender equality within their teams and everyday work
- Practical coaching and/or training events
- It seemed that gender transformative approaches is something unknown to me, hence would be good to get more skills in this regard.
- UN Women could inform us on how to apply gender specifics to specific areas that relate to our agencies mandate and programmes.
- Provision of training on identified knowledge gaps.
- Would be good to offer online trainings on any or all of the mentioned topics (for some it will be a refresher training, and for others useful professional growth trainings). Would be good to have recordings of such trainings/webinars for those, who couldn't attend the training on particular date/time because of work-related meetings.

Recommendations

- Arrange **capacity development opportunities in key areas** where the group as a whole is less confident. This includes:
 - Planning and Programme Development
 - 5. Develop and apply strategies that address gender dynamics in planning processes
 - 7. Develop gender-responsive programmes, budgets or plans
 - 8. Lobby and advocate for the use of funds in a gender-responsive manner at community, political or organizational level
 - Knowledge Management, Communication and Gender responsive M&E
 - 12. Train others on gender-responsive M&E systems and ability to use them
 - 13. Produce quality documentation on gender for use on knowledge & communication platforms
 - Transformative Approaches
 - 16. Understand and recognize gender transformative approaches
 - 17. Understand and recognize gender transformative outcomes and results
 - 18. Capacity to advocate for innovative and gender transformative approaches
- In all capacity development activities, emphasise the skills required for individuals to feel confident to use the **approaches in their everyday work** and strive for confidence to **lead work on these areas**.
- **Leverage the experience in the group** as well as the strong interest to have **communities of practice**. Select topics for communities of practice based on capacity areas that have several individuals who are confident enough to lead in these areas and share best practices with the rest of the group. For example:
 - 5. Develop and apply strategies that address gender dynamics in planning processes
 - 8. Lobby and advocate for the use of funds in a gender-responsive manner at community, political or organizational level
 - 13. Produce quality documentation on gender for use on knowledge & communication platforms
- Arrange **trainings by external experts** in specific capacity areas, where the group as a whole is less confident and few individuals feel confident enough to lead. For example:
 - 12. Train others on gender-responsive M&E systems and ability to use them
 - 16-18. Transformative approaches

Proposed Capacity Development Plan

Based on the key findings and recommendations from the 2021 Capacity Assessment Report, the following activities are suggested to be integrated into the **GTG AWP for 2021**.

Activity 1.5: Conduct at least one training to GTG based on the need's assessment with support of the Regional Issue Based Coalition of Gender Equality

- Arrange a 1-day training on '**Gender Transformative Approaches**'
 - 16. Understand and recognize gender transformative approaches
 - 17. Understand and recognize gender transformative outcomes and results
 - 18. Capacity to advocate for innovative and gender transformative approaches

- Arrange a half-day training on '**Gender Responsive M&E Systems**'
 - 12. Train others on gender-responsive M&E systems and ability to use them

Arranged by: UN Women

Activity 1.7. Facilitate a session for communities of practice, where members can share best practices and challenges faced with gender mainstreaming activities.

- Arrange 3 sessions as a Community of Practice, where participants share challenges and successes on different topics, as well as best practices that they have come across in their work. GTG members can choose which sessions they want to attend based on what is most relevant to them.

Suggested topics:

1.) 'Planning Processes'

- 5. Develop and apply strategies that address gender dynamics in planning processes
- 7. Develop gender-responsive programmes, budgets or plans

2.) 'Advocating for Funds'

- 8. Lobby and advocate for the use of funds in a gender-responsive manner at community, political or organizational level

3.) 'Quality Knowledge and Communication'

- 13. Produce quality documentation on gender for use on knowledge & communication platforms

Suggested Format:

- 2 GTG members share an example of how they overcame a particular challenge relating to the topic.
- The group asks questions and provides their own input and experiences on the challenges and solutions mentioned.

Arranged by: UN Women and the GTG members presenting under each topic