

Good Practice Example:

UNCT-SWAP PERFORMANCE INDICATOR 5.2

Virtual Toolkit Resource



What?

Gender Capacity Building Plan 2023-2026 (UNCT Bangladesh, 2022) & PowerPoint Presentation on the process of developing Gender Capacity Building Plan (2023)



Why?

In line with PI 5.2, criteria b, this Gender Capacity Building Plan was developed with the objective of supporting UN personnel in Bangladesh to attain a higher level of competency in mainstreaming Gender Equality and Women's Empowerment (GEWE) into UN programming and operations. The Plan was developed based on findings from a [capacity assessment](#) which was carried out during the development process of the UN Country Team's UNSDCF (2022-2026).

The Plan outlines capacity building activities to be undertaken over the UNSDCF cycle, along with preliminary contents, budget, and suggested methodologies, as well as a monitoring plan with clear accountability lines. In addition, a PowerPoint presentation outlines the process of undertaking the exercise, the challenges, lessons learned and achievements so far.



Performance Indicator 5.2 Gender Capacities

Approaches Minimum Requirements	a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.
Meets Minimum Requirements	Meets 2 of the following 3: a) At least one substantive inter-agency gender 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 UNDAF 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.

Exceeds Minimum Requirements

Meets **all** of the following:

- a) At least one substantive inter-agency gender 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 UNDAF 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.



UNITED NATIONS
BANGLADESH



Gender Capacity Building Plan 2023 – 2026



Photo: UN Women/Fahad Kaizer

A harmonised and integrated approach to strengthen UN staff and personnel capacity to achieve gender equality and women's empowerment in Bangladesh

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LIST OF ACRONYMS

BOS	Business Operation Strategy
CCA	Common Country Analysis
CEDAW	Convention on Elimination of all forms of Discrimination against Women
COVID-19	Novel Coronavirus
CSOs	Civil Society Organisations
DPs	Development Partners
FAO	Food and Agriculture Organisation
GBV	Gender-Based Violence
GCBP	Gender Capacity Building Plan
GEM	Gender Equality Marker
GETG	Gender Equality Theme Group
GEWE	Gender Equality and Women Empowerment
GRB	Gender Responsive Budgeting
GRPB	Gender Responsive Planning and Budgeting
HoAs	Heads of Agency
HR WG	Human Resources Working Group
ILO	International Labour Organisation
JWP	Joint Work Plan
RCO	Resident Coordinator's Office
SDGs	Sustainable Development Goals
SPs	Strategic Priorities
OMT	Operations Management Team
UN	United Nations
UNCG	United Nations Communication Group
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
WHO	World Health Organisation

DEFINITION OF KEY TERMS

Gender: A social and cultural construct, which distinguishes differences in the attributes of men and women, girls, and boys, and accordingly refers to the roles and responsibilities of men and women. Gender-based roles and other attributes, therefore, change over time and vary with different cultural contexts. The concept of gender includes the expectations held about the characteristics, aptitudes and likely behaviours of both women and men (femininity and masculinity). This concept is useful in analysing how commonly shared practices legitimize discrepancies between sexes¹.

Gender analysis: A critical examination of how differences in gender roles, activities, needs, opportunities, and rights/entitlements affect men, women, girls and boys in certain situations or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. A gender analysis should be integrated into the humanitarian needs assessment and in all sector assessments or situational analyses to ensure that gender-based injustices and inequalities are not exacerbated by humanitarian interventions, and that, when possible, greater equality and justice in gender relations are promoted.^{ibid}

Gender-based violence: An umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed (gender) differences between females and males. The nature and extent of specific types of GBV vary across cultures, countries, and regions. Examples include sexual violence, including sexual exploitation/abuse and forced prostitution, domestic violence, trafficking, forced/early marriage, harmful traditional practices such as female genital mutilation, honour killings and widow inheritance²

Gender equity: The process of being fair to men and women, boys, and girls, and importantly the equality of outcomes and results. Gender equity may involve the use of temporary special measures to compensate for historical or systemic bias or discrimination. It refers to differential treatment that is fair and positively addresses a bias or disadvantage that is due to gender roles or norms or differences between the sexes. Equity ensures that women and men and girls and boys have an equal chance, not only at the starting point, but also when reaching the finishing line. It is about the fair and just treatment of both sexes that considers the diverse needs of the men and women, cultural barriers and (past) discrimination of the specific group.^{ibid}

Gender equality programming: An umbrella term encompassing all strategies to achieve gender equality. Important examples include gender mainstreaming, gender analysis, prevention, and response to gender-based violence and sexual exploitation and abuse, promotion and protection of human rights, empowerment of women and girls and gender balance in the workplace.^{ibid}

Gender gap: Disproportionate difference between men and women, boys, and girls, particularly as reflected in attainment of development goals, access to resources and levels of participation. A gender gap indicates gender inequality.^{ibid}

Gender indicators: Criteria used to assess gender-related change in a condition and to measure progress over time toward gender equality. Indicators used can be quantitative (data, facts, numbers) and qualitative (opinions, feelings, perceptions, experiences).^{ibid}

¹ [Gender equality: GLOSSARY OF TERMS AND CONCEPTS \(unicef.org\)](https://www.unicef.org/gender-equality/glossary)

² [Gender Equality Glossary \(unwomen.org\)](https://www.unwomen.org/en/what-we-do/areas-of-focus/ending-violence-against-women/gender-equality-glossary)

Gender mainstreaming: The process of assessing the implications for women and men of any planned action (legislation, policies, and programs). It is a strategy for making women's, as well as men's concerns and experiences as an integral dimension of the design, implementation, monitoring and evaluation of policies and programs so that women and men can benefit equally. ^{Ibid}

Gender norms: Accepted attributes and characteristics of male and female gendered identity at a particular point in time for a specific society or community. They are the standards and expectations to which gender identity conforms, within a range that defines a particular society, culture, and community at that point in time. Gender norms are ideas about how men and women should be and act. Internalized early in life, gender norms can establish a life cycle of gender socialization and stereotyping ^{Ibid}.

Gender parity: A numerical concept concerning relative equality in terms of numbers and proportions of men and women, girls, and boys. Gender parity addresses the ratio of female-to-male values (or males-to-females, in certain cases) of a given indicators ^{Ibid}.

Gender-stereotyping: Ascribing certain attributes, characteristics and roles to people based on their gender. Gender stereotypes can be negative (i.e., women are bad drivers, men can't change diapers) and benign (i.e., women are better caregivers, men are stronger). Gender stereotyping becomes harmful when it limits a person's life choices, such as training and professional path, and life plans. ^{Ibid}

Gender-responsive budgeting (GRB): Government planning, programming, and budgeting that contributes to the advancement of gender equality and the fulfilment of women's rights. It entails identifying and reflecting needed interventions to address gender gaps in sector and local government policies, plans and budgets. GRB also aims to analyse the gender-differentiated impact of revenue-raising policies and the allocation of domestic resources and Official Development Assistance. ^{Ibid}

Gender roles: Social and behavioral norms that, within a specific culture, are widely considered to be socially appropriate for individuals of a specific sex. These often determine the traditional responsibilities and tasks assigned to men, women, boys, and girls. Gender-specific roles are often conditioned by household structure, access to resources, specific impacts of the global economy, occurrence of conflict or disaster, and other locally relevant factors such as ecological conditions. ^{Ibid}

Practical gender needs: Practical needs arise from the actual conditions which women and men experience because of the gender roles assigned to them in society. ^{Ibid}

Sex-disaggregated data: Data that is cross-classified by sex, presenting information separately for men and women, boys, and girls. When data is not disaggregated by sex, it is more difficult to identify real and potential inequalities. Sex-disaggregated data is necessary for effective gender analysis. ^{Ibid}

Strategic gender needs: Requirements of women and men to improve their position or status. Addressing these needs allow people to have control over their lives beyond socially defined restrictive roles. Strategic gender needs for women might include land rights, more decision-making power, equal pay, and greater access to credit. ^{Ibid}

Violence against women and girls (VAWG): means any act of gender-based violence that results in, or is likely to result in, physical, sexual, or psychological harm or suffering to women or girls, including threats of such acts, coercion, or arbitrary deprivation of liberty, whether occurring in public or in private life³.

³ Declaration on the Elimination of Violence against Women, Article 1.

Harassment: This is any improper and unwelcome conduct that might reasonably be expected or be perceived to cause offence or humiliation to another person. Harassment may take the form of words, gestures or actions which tend to annoy, alarm, abuse, demean, intimidate, belittle, humiliate, or embarrass another or which create an intimidating, hostile or offensive work environment. Harassment normally implies a series of incidents. Disagreement on work performance or on other work-related issues is normally not considered harassment and is not dealt with under the provisions of this policy but in the context of performance management. ^{Ibid}

Women's Empowerment: "Women's empowerment has five components: Women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally."⁴

⁴ UN Secretariat, Inter-agency Task Force on the Implementation of the International Conference on Population and development's Programme of Action, 'Guidelines on Women's Empowerment'

PART 1: INTRODUCTION

Overview on gender capacity building in the United Nations system

The United Nations in Bangladesh is committed to promoting gender equality and women's empowerment (GEWE). This is provided for by international frameworks, and in support of the national gender equality commitments in the Government's key development policies and plans including the 8th Five Year Plan and the National Women's Development Policy. Such international frameworks include the Convention on Elimination of all Forms of Discrimination Against Women (CEDAW, 1979); the Beijing Platform for Action (1995); the United Nations Declaration on the Elimination of Violence Against Women (1993); United Nations Security Council Resolution 1325 on gender equality in peace and security interventions; and Agenda 2030 of the Sustainable Development Goals (SDGs). The United Nations Economic and Social Council (ECOSOC) Resolution E/RES/2022/18, requests the United Nations System, including its agencies, funds, and programmes, within their respective mandates, to mainstream GEWE into all policies and programmes, including the United Nations Sustainable Development Cooperation Framework (UNSDCF) and other Development Frameworks⁵. Therefore, the UN in Bangladesh undertook a gender equality capacity needs assessment that provided baseline information for the development of this Gender Capacity Building Plan (GCBP, 2023-2026). In Bangladesh, the UN Gender Equality Theme Group (GETG) is co- chaired by UN Women and UNFPA. The GCBP was drafted by Kareem Buyana, expert Consultant, with technical guidance and support from the GETG Secretariat (UN Women) and RCO. The capacity needs assessment report and plan are developed in consultation and with input from all relevant inter-agency working groups under the UN Country team in Bangladesh.

Purpose of the gender capacity building plan

This plan will enable UN personnel in Bangladesh attain a higher level of competence in gender analysis, innovation, and credibility in mainstreaming GEWE into UN programming and operations. It is for this purpose that the GCBP is strongly linked to the corporate requirements of the UN System-wide Action Plan on GEWE (UN-SWAP), which is implemented through the UNCT Gender Equality Scorecard at the country level. The Scorecard is a global accountability tool for gender mainstreaming in programmes and operations⁶.

The link with the Scorecard is that the GCBP articulates broad-based change strategies that will enhance the internal capacities of all UN personnel in mainstreaming GEWE into planning, programming, partner engagement, leadership, resource allocation, monitoring, and evaluation. The Plan is in line with the UNSDCF (2022-2026), whose cross-cutting strategic priorities include addressing structural and inter-sectoral gender inequalities and gender-based violence in Bangladesh. This Plan will also enhance coherence in partner engagements between the UN and government agencies, through functional coordination structures for identifying and supporting areas of convergence that advance national gender equality commitments in the Government's 8th Five Year Plan (2020-2025).

⁵ [E/RES/2022/18 \(undocs.org\)](https://undocs.org/E/RES/2022/18)

⁶ [UNCT SWAP GE Scorecard 2018 Technical Guidance.pdf](#)

Methodology

The GCBP responds to the gender capacity needs identified through an assessment that was undertaken between October and December 2021, in the period leading up to the endorsement of the UNSDCF (2022-2026). The gender capacity needs assessment started with a comprehensive desk review of relevant documents and agreeing on a roadmap (annex 1) that defined the steps and timelines for undertaking an online survey, using the data collection questionnaire in annex 2. The results of the online survey can be found via: [UN Bangladesh Gender Capacity Needs Assessment - Google Forms](#). This was coupled with virtual consultations amongst inter-agency work groups. The inter-agency working groups that participated in the virtual consultations include the following:

- All Strategic Priority Groups (SP 1, 2, 3, 4, and 5) – responsible for mainstreaming GEWE in programme development, inter-agency progress reviews, and oversight processes of the UNSDCF.
- The UN Communications Group (UNCG) – responsible for making GEWE visible in the One-UN Communications Strategy and Annual Work Plan, ensure gender responsive messaging in major UN campaigns, and visibility of UN-supported GEWE interventions at public events, Web, and social media.
- The UN Monitoring and Evaluation Group (UN M&E) – responsible for supporting the design and implementation of a result-oriented and gender-responsive M&E Plan for the UNSDCF, and the operational activities of documenting gender results during joint monitoring visits to partners and project sites, and in partner progress reviews and independent evaluations of the UNSDCF.
- The UN Operations Management Team (OMT) – responsible for integration of gender concerns into UN business processes and operations (procurement, finance, human resources, ICT, and common budget services like transport, office space, and security).
- The Gender Equality Theme Group (GETG) – responsible for coordinating gender mainstreaming across all UN agencies and providing tailored analytical and technical support to inter-agency working groups.

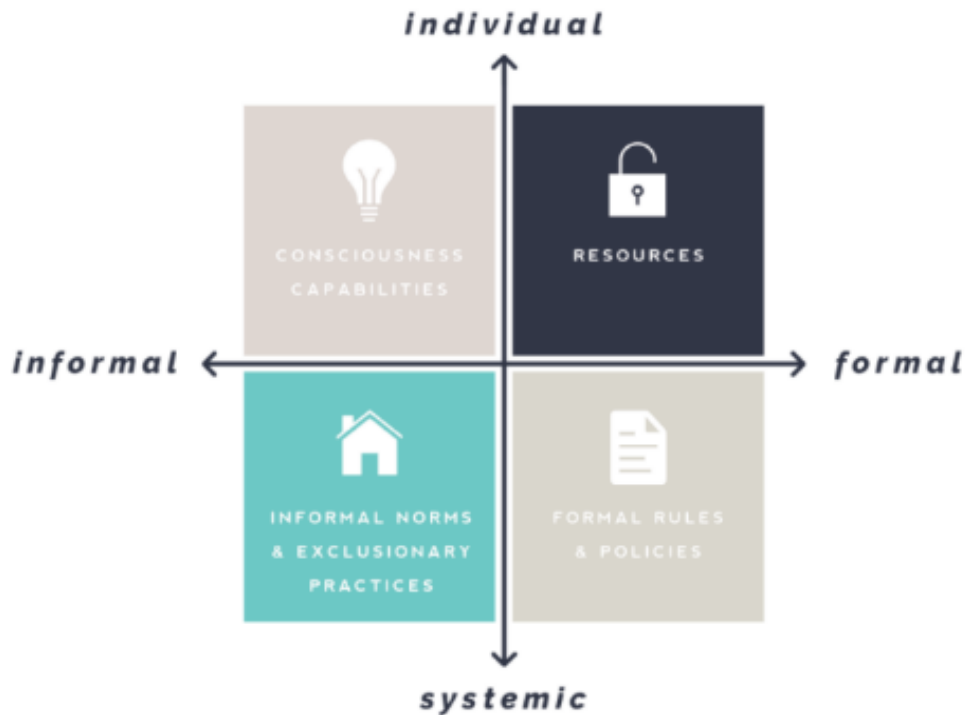
The consultations with inter-agency groups provided ample opportunities for UN personnel not only discuss the capacity gaps and challenges that inhibit their ability to mainstream gender effectively in their areas of work, but also allowed space to actively suggest ways to address capacity gaps. The GCBP also draws on the findings from the UNCT Gender Scorecard Assessment exercise and consequent action plan that was undertaken in the period leading up to the endorsement of the UNSDCF (2022-2026). A UN personnel perception survey across all UN agencies was undertaken in September to October 2021, to obtain data on whether the work environment and leadership styles amongst Heads of Agencies (HoAs), provide a conducive environment for fair and just implementation of in-house corporate policies on work-life balance, gender parity in staffing, prevention of sexual harassment and exploitation, grievance redress mechanisms and prevention of abuse of authority.

PART II: THE GENDER CAPACITY NEEDS ASSESSMENT

The analytical framework for assessing gender capacity needs

As shown in figure 1, the gender capacity needs were assessed using the gender@work framework⁷ that has four interconnected operational elements. The operational elements articulate the interrelationships between individual and organizational change from a gender lens. The top two quadrants are related to the individual. On the right are changes in individual conditions, mainly increased competencies for operational application of gender mainstreaming procedures and standard corporate accountability tools at agency and UNCT level. On the left, individual consciousness and capability focuses on increased understanding of gender-related concepts and UN corporate policies and normative frameworks. The bottom two quadrants are related to the systemic level. The quadrant on the right is related to resources, which are not only financial allocations to GEWE activities, but also access to human resource support and learning tools and opportunities, The resourcing quadrant of the gender@work framework also refers to commitment and support by HoAs and the GETG. The quadrant on informal norms and exclusionary practices refers to seen and un-seen workplace values and practices that often reinforce gender stereotypes, thus requiring leadership at all levels to mitigate gender bias and champion a culture of inclusivity and inspire UN personnel to have a positive attitude towards GEWE.

Figure 1: Analytical framework for the gender capacity needs assessment



Source: <https://genderatwork.org/analytical-framework>

⁷ <https://genderatwork.org/analytical-framework>

Amongst the operational elements in figure 1, individual consciousness and capabilities are key to all the other dimensions in the quadrants, since it calls for being aware of and able to recognize gender dynamics, and being motivated to work for change, within a given thematic area or context. Commitment to use procedural tools for gender mainstreaming, and garnering the support of colleagues and senior managers, is many times influenced by an individual's level of consciousness for and knowledge about gender issues.

Individual consciousness and capabilities

Box 1: Highlights on gender consciousness

- Both female and male personnel understand the term 'gender', can relate it to social norms, and accord it interpretations that are resonant with strategic priority areas in the UNSDCF.
- Many UN personnel have undergone basic training on gender concepts. However, more female personnel than male staff view themselves as in-house champions of equality issues at agency and UNCT level, capable of asserting themselves as team leaders who can oversee actions towards equality, support fellow staff to strengthen their gender competencies, and work with HoAs to promote an organizational culture of conviction and commitment, and not just compliance to UN corporate standards on GEWE.

Knowledge about gender-related concepts helps UN personnel to reflect on experiences of equality and exclusion in their professional and personal lives, to shift mind-sets towards promoting inclusive organisational cultures and leadership styles, as well as raising consciousness to embed actions in programmes that are linked to impactful change on the ground. Staff reflections reveal the existence of conscious and unconscious gender bias, which could be the factor that influences women's relative to men's active representation and leadership in gender-related activities. However, both female and male personnel understand the term 'gender', can relate it to social norms and accord it interpretations that are resonant with their respective SPs in the

UNSDCF. The conceptual understanding of the term “gender mainstreaming” differs amongst staff, with many linking it to programming. Personnel in both programmes and operations were not able to demonstrate a full and coherent grasp of how gender mainstreaming is linked to and applied in operations functions like procurement, human resources, and common services (e.g., transport and security).

On the definition of gender equality, staff demonstrated a basic understanding of the term. However, there is lack of comprehensive understanding regarding differences in practical and strategic gender needs, equal rights, responsibilities and opportunities of women and men and girls and boys. From the survey, personnel noted that the operational definition of equality in programming is skewed towards women's issues. Moreover, staff noted that many of the UN-supported initiatives have scope to increase male engagement, and how positive masculine values can be used to advance gender equality. Below is a qualitative response from the UN personnel survey:

“Gender is often confused with women, meaning that it is often seen as enough to target women in interventions to “tick the gender box”, rather than looking at structural gender-based socio-economic differences between women, men, and others which undermine attainment of gender equality. This needs to be addressed. Our goal as the UN should not be to just have gender disaggregated indicators, but to identify and address structural relations of power which hold back gender equality progress.”

Other concepts that UN personnel need to be oriented on include gender parity, gender indicators, types of gender results (gender-neutral, gender-sensitive, gender-responsive and gender-transformative), and gender responsive planning and budgeting (GRPB). There is also need for ongoing learning about steering programme coherence in localising international frameworks. Staff are familiar with (43.2% and 37.8% of the responses on familiar and somewhat familiar respectively), but lack the details on how to tailor their support in programmes and operations to the implementation of the CEDAW (1979); the Beijing Platform for Action (1995); the United Nations Declaration on the Elimination of Violence Against Women (1993); United Nations Security Council Resolution 1325 on gender equality in peace and security; and Agenda 2030 of the SDGs, and more specifically, SDG 5 on GEWE and gender-related targets in other SDGs.

Capacity to apply formal rules, policies and procedures

There are differences in ability and willingness to apply the knowledge gained and link it to team-work efforts on gender mainstreaming in programmes and operations. Staff noted that they have undertaken both basic and competence-based gender trainings, for example through the UNDP mandatory gender training course, “Gender Journey,” and the UN Corporate Policies on Sexual Harassment and Exploitation. Additionally, programme-linked trainings such as the UNFPA course on ‘Managing Gender-Based Violence in Emergencies’ were mentioned. In terms of gender mainstreaming procedures using markers at agency level, staff mentioned the UNDP ‘Gender Equality Seal,’ the FAO ‘Gender Stock-taking Exercise,’ and the UNESCO ‘Priority Gender Equality Action Plan.’ UNICEF has a gender policy that looks at gender parity in staffing and mainstreaming into programmes. UNFPA has a gender equality strategy, and WFP’s gender equality work is guided by a gender policy, GBV guideline and gender toolkit. UNIDO’s new ‘Policy on Gender Equality and the Empowerment of Women,’ issued in September 2019, sets out the organization’s gender equality commitments as well as its gender architecture and accountability. The other procedural policy manuals and tools at agency-level known to staff include the UNOPS gender mainstreaming strategy and a gender action plan. Although the agency-level procedural policies and guides are geared towards gender capacities in programming, the capacities required for gender equality changes in organisational practices and business processes have not been directly addressed.

There was considerable reference to “women and girls’ empowerment” in many UN programme and project documents. However, the application is limited to women and girls as marginalised groups and beneficiaries of project interventions. Although targeting women as project beneficiaries can yield impressive results in terms of skill acquisition through short-cycle trainings and exercising active citizenship at policy advocacy platforms, women’s empowerment should also include strategies for enhancing their capabilities as agents of change, with the ability to not only benefit from, but also influence the direction of societal change. UN personnel reckoned that the security detail provided to the UN includes female police, and security guards.

Application of the UNCT Gender Scorecard is on an upward trend, especially in programming, but personnel need to be trained in adapting the Gender Scorecard indicators to programming templates, oversight, and reporting processes for tracking contributions to and spending on GEWE. One of the commendable efforts by UNCT Bangladesh, is the standalone gender strategic priority (SP5) in the UNSDCF (2020-2026), and gender-specific outcomes in the other SPs. This achievement feeds directly

into SDG 5 and gender-related targets in the other 16 SDGs, as well as the standard requirements of the UNCT Gender Scorecard, under indicator 1.2 (gender equality visibly mainstreamed in all UNSDCF outcomes). This creates possibilities for leveraging synergies across the other 4 SPs, through a collective and inclusive process that brings together all UN agencies and the broadest possible range of national actors to support the implementation of GEWE commitments in the UNSDCF.

Desk review of the Business Operations Strategy (BOS) shows UN's commitment to improving GEWE through developing a gender responsive procurement system by bringing in more women-owned firms and service-providers into the pool of vendors and in the rosters for consultants. However, role-specific gender competence, in terms of adapting the UNCT Gender Scorecard indicators to work-flow processes that interface programming with operations, is still limited. For example, there is no action in the BOS on how the OMT will work together with SPs to gather data for regular updates to UNCT on trends in gender equality spending operations, using the Global UNCT Gender Marker Coding System.

The UN M&E Group also needs competence-building in terms of achieving better alignment between results-based management and gender equality principles in the development and oversight processes of the M&E plan for the UNSDCF. Gender competence is also required during the operational M&E activities, such as developing and utilising gender-sensitive field monitoring tools, documenting gender results as per the annual Joint Work Plan (JWP), as well as in independent evaluations. The UNCG also needs to work with the GETG on strengthening communication and advocacy that targets social norms change. This will be critical to raising public consciousness and debate on attitudes, beliefs and practices that serve to exclude women and perpetuate gender-based discrimination.

Thematic gender competence within and across SPs is promising, although more needs to be done. Beyond the formulation of the UNSDCF, SPs have embarked on joint work processes for gender equality results under each SP. The consultation with SP4 in October 2021, revealed that SP4 is working on two joint proposal development initiatives: one on prevention of violent extremism, led by RCO, and another on access to justice for all, led by UNDP. Building on earlier initiatives such as women peace cafes and an assessment on the changing roles of women in violent extremism and terrorism, there is a joint effort to mainstream GEWE issues into the joint proposals and in the policy engagements conferences for actors across Asia. The Access to Justice for All proposal is on-going work with the Ministry of Law, Justice, and Parliamentary Affairs, to ensure that justice providers and rights-holders work together towards reducing women's drudgery in enjoying equal rights under the law, as well as access to legal services in situations of SGBV. SP1 is working on supporting the Government to increase efficiency and diversify sources of revenue for SDG implementation through an Integrated National Financing Framework (INFF). Part of the support is to boost the gender budgeting and auditing capacities of government agencies. Further analytical support, led by ILO, includes a policy paper on financing SDG8 and how it can open opportunities for implementing other SDGs, including SDG5 on gender equality. As shown in table 1, there is ingenuity about joint gender equality initiatives that could steer collaboration and coherence between two or more SPs. Moreover, there is SP-wise appreciation for the role to be played by SP5 and GETG in skilfully nurturing inter-team collaboration efforts, particularly in the areas of analytical work for promoting the use of gender disaggregated data in programming, and policy and institutional support reforms across sectors of government.

Table 1: Summary of key highlights on capacity to apply formal rules and policies (based on consultations)

Types of gender competencies	Progress by area of gender competence	Capacity needs within SPs and inter-agency groups	Capacity needs across SPs and inter-agency groups
<p>1. Programme-linked gender competence <i>(practical and innovative application of gender mainstreaming techniques in the CCA, UNSDCF, JWPs and in joint programming)</i></p>	<ul style="list-style-type: none"> - A standalone gender strategic priority (SP5) in the UNSDCF (2020-2026), and gender-specific outcomes in the other four SPs. - 50% of the indicators in the Results Matrix for the UNSDCF will contribute to measurement of GEWE results. - The updated CCA 2021, includes gender analysis in almost all chapters and has data on gender groups that resonate with the UN principle of LNOB 	<ul style="list-style-type: none"> - Gender mainstreaming and compliance to the UNCT Gender Marker in JWP formulation and annual reporting processes. - Joint peer-review and incorporation of GEWE in joint programme documents and concept notes. 	<ul style="list-style-type: none"> - Thematic Evaluation of UN’s contributions to GEWE in Bangladesh across SPs. - Deepening the gender and LNOB analysis during the process of updating the CCA - Incorporation of GEWE in the roadmap for the next UNSDCF. - Steering programme coherence in domesticating and reporting on international frameworks for GEWE.
<p>2. Role-specific gender competence <i>(adapting the UNCT-Gender Scorecard Indicators to the coordination and accountability roles of inter-agency working groups)</i></p>	<ul style="list-style-type: none"> - The GETG successfully coordinated reporting against the 15 UNCT-SWAP Gender Scorecard Performance indicators. - In August 2022, the OMT and Procurement working group undertook a gender responsive procurement workshop promote increased participation of women owned and led businesses and entrepreneurs in UN supply chain 	<ul style="list-style-type: none"> - Gender mainstreaming in the BOS and ToRs of the OMT, HR and procurement sub-groups - Gender mainstreaming in the development and oversight processes of the M&E Plan. -Communication and advocacy targeting social norm change. 	<ul style="list-style-type: none"> - Equipping SPs with tools for tracking gender equality spending. - Active participation of UN M&E and UNCG focal points in SP programme meetings and partner reviews for hands-on learning and documentation of gender results. - Gender mainstreaming thematic evaluation processes of the UNSDCF.
<p>3. Thematic gender competence <i>(applying the techniques of gender mainstreaming in joint work within and across SPs)</i></p>	<ul style="list-style-type: none"> - Joint proposal development under SP4 on prevention of violent extremism includes gender analysis on radicalisation and initiatives for women as agents of peace and security. - Joint proposal development on access to justice for all includes GEWE initiatives, under SP4 and led by UNDP. - Under SP 1, support to the INFF for SDGs, includes boosting the gender budgeting and auditing capacities of government agencies. 	<ul style="list-style-type: none"> - Strengthening capacities of GETG and Gender Focal points to provide peer review/analytic/gender mainstreaming support to inter agency efforts. -Capacity building packages on gender and leadership have been developed and need to be continuously rolled-out -There is need for more series of training under “Gender Talk” session by UN Women under UNJP on “Enhancing Social Protection of Female Tea Garden Workers and 	<ul style="list-style-type: none"> - SP4 to work with SP5 on women’s rights messaging in policy dialogues that is anchored on broader national development needs, such as climate change and recovery from COVID-19. - SP3 called on the GETG and SP5 for joint analytical support in assessing GBV trends in climate hazard situations, and incorporation of gender analysis in NDC sectors (health, agriculture, transport, energy, and other climate-sensitive sectors).

	- Under SPI, WING Joint Programme is working with capacity development of local government on gender responsive planning and budgeting and capacity development of private sector on Women's Empowerment Principles (WEPs)	their Families in Bangladesh” -More capacity building on GRPB for Government officials, CSOs and private sectors.	
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Resourcing at technical and senior management levels

Resourcing at technical levels

Resourcing at the technical level includes human and learning portals/materials (virtual and physical) that support UN personnel to effectively mainstream GEWE in programmes and operations. In terms of human resources, seventy-three percent (73%) of the personnel who responded to the capacity needs survey, hold the view that each agency should have a dedicated gender specialist/advisor that staff and personnel can regularly consult on gender mainstreaming. Of the responses obtained, 97.3% agreed that there is need for simplified guidance tools for gender mainstreaming in programme/operations. Although there are mandatory gender mainstreaming guidelines across agencies, these are sometimes associated with long-reads and increased workloads, which reduces the level of learning. Learning from long-read manuals is not applied immediately or mainstreamed within daily work, thus generating issues in assimilating the knowledge gained into practice. Therefore, short-read, stepwise user-friendly tools or simplified on-desk checklists to support gender mainstreaming in different areas of work are necessary. This is further illustrated by the responses on the tools and/or resources used by staff to support integration of gender equality issues in their work.

As shown in box 3, only 2.6% of the responses attributed their learning to gender trainings and existing policy toolkits, and 69.2% attributed their learning to online resources, including agency intranet and websites. On the preferred ways of learning, 71.8% of the responses were on face-to-face training courses, while 51.3% were on blended trainings that combine both virtual and physical means. This implies that a knowledge support system for gender mainstreaming at inter-agency level is

Learning source	Percentage of responses
Agency intranet	69.2
Agency website	69.2
Agency publications	74.4
Support from gender focal points	71.8
Existing policies, toolkits, and guidelines	2.6
Gender trainings	2.6

essential. There is also a need to facilitate hands-on learning for UN personnel. For instance, project personnel should be encouraged to learn from gender experts and consultants by accompanying them on field reviews and evaluation missions. Operations personnel could also be invited to accompany project teams on routine field monitoring visits. This can result in a clearer understanding of activities, learning from the lived realities of women and girls in local communities, and better strategizing on the

earmarking and spending of financial resources towards the cause of gender equality and women's empowerment.

Resourcing by the Gender Equality Theme Group

Within the UNCT coordination architecture, the GETG is mandated to provide technical gender mainstreaming support and accountability on GEWE. Having a GETG led by HoAs is a corporate requirement for the UNCTs, as guided by the UNDG,⁸ to provide strategic support and advice to UNCT in enhancing their gender mainstreaming efforts. In Bangladesh, the GETG is chaired by UN Women and co-chaired by UNFPA. The thematic group has a term of reference (ToR) and an annual work plan in place and ensures GEWE is a regular feature on UNCT agendas. The GETG TOR and workplan, devised in line with the Global standards and procedures, is classified into programme support, policy advisory, and technical assistance including quality assurance as needed and capacity development of UNCT. These functions cover all UNCT processes, monitoring, and reporting, supporting communications, advocacy, and partnerships for national gender equality priorities. The GETG has worked on coordinating gender mainstreaming in the CCA, UNSCDF and in supporting normative work such as the Beijing +25 report, CEDAW reporting and in organizing communication and advocacy events on GEWE. The GETG coordinates the gender-related results of the UN through UNCT Gender Scorecard Assessment, coupled with an action plan for addressing the gaps identified.

The box-4 highlights what staff value about and expect from GETG. The GETG is expected to offer a peer-review platform for gender analytical studies conducted by different agencies, and further promote the utilization of gender-disaggregated data from such studies, through in-house inter-agency programme

Box 4: What staff value about and expect from GETG

1. **Convening capacity:** ability to bring agency gender focal points and SP representatives together on a common agenda for incorporation of GEWE in JWPs, annual partner reviews and results reporting against the UNSDCF outcomes.
2. **Analytical-technical capacity:** ability to provide gender mainstreaming guidance in joint programming, offer a peer-review platform for gender analytical studies/assessments, communications products, and joint concept notes from different agencies, and promote the utilization of gender-disaggregated data in programming and public policy engagements on “hot issues” like COVID-19, climate change, migration, and elections.
3. **Normative capacity:** work with UN Women and SP5, to identify areas of complementarity on policy reform and institutional support to government and CSOs to address fragmented partner engagement amongst UN agencies on domesticating international norms and standards for GEWE.
4. **Bridging capacity:** steer internal coherence and inter-team collaboration across inter-agency groups (OMT, UNCG and UN M&E) to mainstream GEWE in the development and oversight implementation of the M&E Plan, BOS, One-UN Communication Plan, and the JWP for tracking how the earmarking and spending of resources can be tailored to impactful change on the ground.

meetings and public policy engagements. The GETG is also expected to work with SP5 to identify areas of complementarity on policy and institutional support to government that address fragmented engagement amongst UN agencies on international norms and standards for GEWE, including the localisation of SDG5 and gender-related targets in other SDGs. GETG is further required to promote inter-team collaboration with other inter-agency groups, like the OMT, to mainstream GEWE in the BOS.

⁸ https://www.un.org/ga/search/view_doc.asp?symbol=E/RES/2021/7

Resourcing at senior management level

To sustain change in organisational culture and re-orient programming towards the GEWE commitments in the UNSDCF, the gender agenda needs to be owned and energetically pursued by the UNCT. It is important for HoAs to empower gender focal points at agency level and support the GETG (technically and financially) in performing the role of coordinating gender equality work across agencies. Additionally, the TOR and performance assessments for gender focal points at agency level, should include targets that demonstrate their role/contribution to inter-agency gender equality work. During the launch of the UNSDCF, HoAs set a tone that demonstrated conviction and commitment to equality in their public stances on Bangladesh's future. Gender equality has also been echoed and championed by senior leaders during gender trainings and policy dialogues that seek to disrupt the status quo in attitudes and undo non-progressive norms and cultures, that for example perpetuate violence against women and children. The Secretary-General's message has been reiterated by the RC Bangladesh at public event, for example in the quote below the international day for UN peacekeepers, on 29th March 2021:

“One of our greatest strengths is our own young peacekeepers, in particular young women peacekeepers who contribute every day to debunking deeply entrenched gendered stereotypes and inspire young women and girls to seek non-traditional paths and opportunities.”⁹

The commitment of senior managers to GEWE is not only exhibited in high-profile meetings, but also visible in their day-to-day engagement with personnel, partners, and local communities at project sites. For example, in December 2019, UNHCR managers accompanied community outreach volunteers to visit families in the sprawling settlement of bamboo and plastic-sheet shelters, during the set-up of an Anti-Trafficking Working Group, which UNHCR co-leads with IOM. The group maps and analyses incidents of women and child trafficking, to coordinate the effort of bringing development actors together to address the crisis of Rohingya refugees from abduction and human trafficking at Kutupalong refugee settlement¹⁰.

Capacity to address informal norms and exclusionary practices

Capacity to change the norms and practices underlying inequality and exclusion at the UN workplace, borders mainly on promoting leadership styles and an organisational culture that is inclusive with equal treatment of staff in different categories. While the BOS includes targeted actions to prevent sexual exploitation, harassment, and abuse, there is ample scope to improve UN processes and systems to operationalize these commitments and internalize the GEWE agenda. Considering GEWE in internal policies and procedures means understanding the differential needs for staff and personnel of all gender, providing conducive working conditions, and promoting equal opportunities by ensuring an intersectional approach.

From the UN Gender and Organisational Culture Survey, 41.84% of the respondents¹¹ strongly agreed that the UN system in Bangladesh makes adequate efforts to fulfil its mandate to achieve an equal representation of women and men at all levels, whereas 44.14% agreed and only 3.91% disagreed. There

⁹ [Speech by Ms. Mia Seppo, UN Resident Coordinator in Bangladesh on the International Day of UN Peacekeepers | United Nations in Bangladesh](#)

¹⁰ [Taking on traffickers at the world's largest refugee site | United Nations in Bangladesh](#)

¹¹ The survey is conducted as part of the Scorecard Assessment.

were more male respondents that strongly agreed (50.54%), compared to females (26.58%), as many of the females agreed (52.53%). On whether HoAs demonstrate leadership and commitment to GEWE in the workplace, majority female respondents agreed (56.69%), whereas majority male respondents strongly agreed (53.26%). In regard to whether UN personnel demonstrate commitment to gender equality in the workplace, 44.04% of the male respondents agreed, compared to 52.53% of the females. In the area of implementing UN corporate policies on equality and inclusive cultures, 43.67% of the female respondents agreed that the UN system in Bangladesh has adequate procedures in place to prevent and address sexual harassment, exploitation, and abuse of authority, compared to 47.46% of the males. The survey also revealed staff perceptions of the package of flexible work arrangements and HoAs support to personnel to achieve adequate work-life balance.

While most staff perceive workplace policies as fairly implemented and not biased towards either women or men, women were less positive across the board, and the response rates were proportionate to the actual gender division among staff - women only make up ca 35% of the UN staff. 5.30% of staff respondents disagreed that policies on harassment are implemented fairly, whereas 5.79% disagreed that the package of entitlements (e.g., maternity, paternity, breastfeeding) is being implemented to support staff and personnel to achieve adequate work-life balance. More male respondents were satisfied with work life balance support from HoAs (76.9%) compared to female respondents (57.3%). Over ten percent (10.83%) of respondents disagreed that HoAs are supportive of staff to establish an adequate relationship between work life and home life, compared to 26.04% that strongly agreed, and 43.78% that agreed. The minimum requirement under the UNCT Gender Scorecard, is 65% as an average across the ten questions that deal with issues of gender equality, discrimination, and work-life balance. Since majority of the staff perceive the work environment and leadership styles of HoAs as positive towards GEWE, the UNCT in Bangladesh exceeded the minimum requirements in the Scorecard assessment with an overall score of 80.1%.

PART III: THE GENDER CAPACITY BUILDING PLAN

Change strategies for enhancing gender capacities

Based on the data collected from the gender capacity assessment and scorecard survey, several staff capacity needs, and gaps emerged. The recurring capacity gaps, which interlink, will be addressed through the following broad-based and mutually reinforcing change strategies:

Investing in role-appropriate capacity building for inter-agency working groups and agency gender focal points

Investing in strengthening need-based, role-oriented capacity of inter-agency working groups is integral to achieving GEWE commitments of UNCT. Training opportunities, workshops, and sessions coupled with self-paced courses will allow learners to access content at their pace, and from anywhere at any time. Both the periodic gender training workshops and online courses, will include video, audio, or animations that provide hands-on application and ingenuity in adapting the UNCT Gender Scorecard indicators to programming and operations. The targeted inter-agency groups include SPs, OMT, UN M&E Group, UNCG, UNHR, and the Procurement Team. The SPs learning sessions will specifically focus on the gender equality marker (GEM), its coding system and integrating GEWE in joint programming processes.

The scope of learning will also be extended to improve their knowledge and capacity of the normative tools and frameworks that underpins the GEWE efforts and enhancing understanding on intersectionality and LNOB. The UN M&E Group will be trained on better alignment between results-based management and gender mainstreaming in the M&E plan for the UNSDCF. Continued refresher on the application and quality assurance of GEM in close coordination with the SPs and GETG will be essential in capturing GEWE results.

By building on the learnings from the gender responsive procurement workshop, held on 18th August 2022, the procurement working group, the OMT and GETG will work together to strengthen efforts and coherence on bringing women-owned firms and service-providers into the pool of vendors and rosters for consultants. The Human Resources working group (HR WG) will be facilitated with training material for co-developing and implementing the Gender Parity Strategy for UN Bangladesh. The progresses made on achieving gender parity targets should be regularly updated to UNCT, highlighting the action and support required. Issues that enable gender parity including conducive policies, work-life balance and, support from HoAs should be discussed at Town Hall meetings. The capacity of UNCG will be strengthened to ensure gender sensitive and inclusive communication as a mean to foster UN communication and advocacy on social norm change. This is also aimed at promoting the visibility of UN-supported interventions at public events, with the intention of raising public consciousness and facilitating informed policy discourse and reform in support of GEWE.

Stepping-up the coordination capacities of the GETG

The different function of GETG; analytic, normative, convening, and bridging capacity has been elaborated in part-II, box-4. Through its bridging role of steering coherence across in-house gender capacity building interventions, the GETG will draw on gender trainings provided at agency level and self-paced courses delivered online by the UN Women Training Center¹². Furthermore, to step up GETG's coordination capacity in the UNCT, the group's TOR and workplan for the GETG should be in place to classify their roles and ensure it is incorporated and acknowledged in their workplans and evaluations. The GETG supports UNCT to meet its corporate requirements and accountability on GEWE. The provision of adequate resources (technical and financial) to enable a functional and empowered GETG is mandatory, called for by ECOSOC¹³. The GETG co-chairs will annually present updates from GETG and highlight progress, challenges and actions needed by HoAs and RCO. The capacity building plan outlines the scopes of coordinating with other inter-agency groups and collaborating with UNCG and M&E in enhancing the reporting and visibility of GEWE results on the ground. A GETG retreat, with participation from agency gender focal points (who may already be a GETG member), will be organized annually to solicit feedback on results and challenges pertaining to gender equality commitments. The same meeting will be a platform for the GETG to offer peer-review support on the design, implementation and reporting on joint programmes, the BOS, the UN Bangladesh Gender Parity Strategy and this GCBP.¹⁴

¹² <https://portal.trainingcentre.unwomen.org/unw-catalog-mobile/>

¹³ ECOSOC (2019). Resolution on Mainstreaming a gender perspective into all policies and programmes of the UN system (E/RES/2019/2), para 7-I.

¹⁴ <https://unsdg.un.org/sites/default/files/2022-01/UNSDG-GTG-Standards-and-Procedures.pdf>

Capacity building plan for 2023

In this section the selected capacity building activities for 2023 are presented along with some preliminary contents, budget, and suggested methodology. Important to note is that the following is an excerpt of the extended capacity building plan that spans over the UNSDCF period, the purpose of this is to showcase the immediate actions that will be prioritized during 2023. The master plan 2022-2026 is available [here](#).

Further to these actions, a list of available online courses on gender has been added to Annex-3 and may be carried out by staff and personnel at their convenience and on recommendation by their agencies.

Table 2: Summary of capacity building activities for 2023

<i>Area/Sector</i>	<i>Activities</i>	<i>Modality</i>	<i>Facilitation/Lead</i>	<i>Timeline, 2023</i>	<i>Budget (USD)</i>
<i>Gender sensitive programming/ UNSDCF</i>	1. Training on gender analysis for programming	In person, ½ day	Internal Gender Specialists	Q1-2	2,000
	2. Dialogue on Inclusive and Gender Sensitive Digitized Food System	In person, 2h	FAO	Q3	2,000
	3. Gender Talks	In person, 1,5h each	Experts on GEWE (to be finalized by GETG)	Q2, & Q3	N/A
<i>Gender in Operations and Security/BOS</i>	4. Workshop on the technical aspects of gender responsive procurement system	Online, 2,5-3h	UN Women HQ Procurement Team (TBC)	Q2	Online
	5. Workshop on gender mainstreaming in recruitment, retention, and advancement	In person, half day	HRWG chair, technical support from GETG	Q2	1,000
<i>Gender Responsive M&E</i>	6. Practice session on Gender Equality Marker in UNSDCF	In person, 3h + follow up	M&E group, technical support from UN Women, RCO	Q1-2	500
<i>Gender and Communication</i>	7. Workshop on inclusive and gender sensitive communication	In person, half day	UNDP, UNICEF, UN Women	Q3	2,000

1. Training on gender analysis for programming:

Target groups: SP groups and GETG members.

Tentative duration: ½ day

Facilitation: Consultant/Internal gender specialist (GETG co-chairing agencies)

Budget: 2,000 USD

Key content of the training:

- Knowledge on gender analysis: key conceptual framework, dimensions, analytic guiding questions, tools, key sources of information, good examples
- Understanding intersectionality and LNOB in a gender analysis
- Knowledge of normative frameworks and commitments relevant to GEWE

Suggested methodology:

- The training participants to develop a gender mainstreaming checklist as an outcome from the training.

2. Learning session on Inclusive and Gender Sensitive Digitized Food System

Target groups: SP groups and GETG members.

Tentative duration: 2 hours

Facilitation: FAO

Budget: 2,000 USD

Key content of the training:

- Unpacking gender aspects in food and agriculture
- Understanding Gender sensitive Food System; smart production, values chain, commercialization, food security and nutrition

Women's economic empowerment in agriculture and digitalization to make agriculture more women friendly and attractive to the youth

Suggested methodology:

- Workshop/training

3. Gender Talks

Target groups: SP groups, PMT, GETG members.

Tentative duration: 1.5 hours (2 sessions in Q2, and 3)

Facilitation: Expert on GEWE from CSO, academia, thinktank (to be finalized by GETG)

Budget: UN agencies to host in turn.

Key content of the talk:

- Get the experts to shed light on GEWE from their areas of expertise.
- Issues could include masculinity, political leadership of women, gender-based electoral violence, women in non-traditional roles, WPS, etc.

Suggested methodology:

- Each expert will decide on the structure of their talk, could be e.g., in the form of a lecture, a seminar (or webinar), panel discussion.

Gender in operations/BOS/Gender parity

4. Workshop on the technical aspects of gender responsive procurement system

Target groups: OMT, Procurement working group

Tentative duration: 2.5-3 hours

Facilitation: UN Women HQ procurement team (TBC)

Online

Key content of the training:

- Best practice guidelines
- Gender lens in stages of procurement
- Eliminating gender stereotyping and bias in procurement

Suggested methodology:

- Online workshop with technical support and facilitation from UN Women HQ procurement team

5. Workshop on gender mainstreaming in recruitment, retention, and advancement. (2.1.1 in Gender Parity Strategy)

Target groups: OMT, HR working group

Tentative duration: Half day

Facilitation: HRWG chair with technical support from GETG

Budget: 1,000 USD

Key content of the workshop:

- Eliminating gender bias
- Coming to an agreement on special measures

Suggested methodology:

- In person workshop
- The workshop results in a list of practical HR measures for all agencies (a cheat sheet).

Gender responsive monitoring and evaluation

6. Practice session on Gender Equality Marker in UNSDCF

Target groups: M&E group, SP group, and GETG

Tentative duration: 2-3h with follow up meetings- as required

Facilitation: M&E group with technical support from GETG

Budget: N/A

Key content of the dialogue:

- Recap on last GEM training – what is the gender equality marker and why do we need to use it.
- Build on the GEM training 2022 findings
- Discussion on avoiding wrong coding and a system for quality assurance

Gender and communication

7. Workshop on inclusive and gender sensitive communication

Target groups: UN Communications group

Tentative duration: half day

Facilitation: UNDP, UNICEF, UN Women

Budget: 2000 USD

Key content of the workshop:

- An overview of gender and power dynamics
- Using gender sensitive language in communications and messaging
- Ensuring representation of gender in Communication products (visuals, written, activations)
- Positive portrayal of women in communications/communication products

Suggested methodology:

- In person workshop

PART IV: MONITORING PLAN

The monitoring of progress of the GCBP will draw on reports and minutes from the meetings/trainings/workshops of inter-agency working groups. The monitoring of this UN gender capacity building action plan will be ensured in two ways:

The proposed actions for each inter-agency group must be incorporated in the group's respective workplans.

The proposed actions must be connected and linked to the Gender Scorecard and Business Operations Strategy (BOS), and as the broader systematic reporting and accountability frameworks of UN.

Reporting linkage with BOS and Gender scorecard

In order to avoid overwhelming reporting functions and to ensure coherence with existing frameworks, the UN gender capacity building action plan activities will be monitored and reported through the committed actions under Business Operations Strategy (BOS) and Gender Equality Scorecard Reporting. The table below shows the linkages:

Interagency group actions	Action items (master plan)	Link to BOS	Link to Scorecard
OMT, HR Group, Procurement group	A7-A12	Common services on HR, and Procurement	Indicator 4 and 5
Results group/SPs and GETG	A1-A4	N/A	Indicator 5 and 6
M&E Group	A1, A13-14	N/A	Indicator 2,5 and 6
UNCG	A16-18	N/A	Indicator 2 and 5

Reporting steps:

Steps	Responsible group
Ensure post-training online feedback surveys for all groups that have a set of questions on how the training/webinar has upgraded skills and knowledge about gender mainstreaming in programming and operations.	Template to be developed by RCO Consultant; inter-agency groups to tailor/customize additional questions as required
A biennial monitoring report on the GCBP will be prepared and shared with UNCT, based on trainings completed, and findings from post training survey. The purpose will be to highlight best practices, lessons learned and propose measures for emerging challenges and resources needed.	GETG Secretariat in consultation with all relevant inter-agency working groups
Ensure the results are incorporated and highlighted in the UNCT Annual reporting every year.	RCO
Reporting through Scorecard Annual reporting processes	GETG Secretariat with Scorecard

	IAT
Reporting through BOS review reports	OMT and RCO
Updating the Scorecard Action plan in the next Scorecard Comprehensive review assessment.	GETG Secretariat with Scorecard IAT

Success of GCBP:

The success of GCBP will depend on the capacity enhancement of the inter-agency groups and its translation into concrete results through:

1. The uptake of gender equality issues in programming processes (including communications, advocacy and M&E)- directly linked to Scorecard indicator 1, 2, 5, 6, and 7. This will be assessed by reviewing UN programming and resources on GEWE e.g. the JWPs in the UN INFO, the work plans of inter-agency working groups, annual results reports, to ascertain whether the UNSDCF gender equality targets, outputs and outcome areas have been implemented and adequately resourced.

2. The inclusion of gender equality issues in operations - linked to Scorecard indicator 4, 5, 7, and BOS common services on HR and procurement. This, for example will be assessed by the gender parity dashboard results and implementation of the gender parity strategy to see the improvements in UNCT parity targets. This will be measured by the increase of women vendors in UN General Marketplace (UNGM) and by the adoption of gender responsive procurement processes by UN agencies.

The UNSDCF evaluation report, coupled with UNCT SWAP GE Scorecard Comprehensive report, will draw on the longer-term results as a result of the investment to build UN staff and personnel capacity through this GCBP.

ANNEXES

ANNEX 1: ROADMAP FOR CONDUCTING A CAPACITY NEEDS ASSESSMENT AND DEVELOPING A CAPACITY BUILDING PLAN ON GENDER EQUALITY AND WOMEN'S AND GIRL'S EMPOWERMENT FOR THE UNCT IN BANGLADESH

INTRODUCTION

The United Nations Country Team (UNCT) in Bangladesh promotes gender equality internally and externally as per Quadrennial Comprehensive Policy Review 2016 QCPR (A/71/243), and the UNCT-SWAP Gender Scorecard, endorsed in 2008 by the United Nations Sustainable Development Group (UNSDG) in response to the 2006 UN Chief Executives Board for Coordination (CEB) Policy on Gender Equality and the Empowerment of Women (CEB/2006/2). In order to ensure and proceed with a common understanding of gender equality and women empowerment (GEWE) in programming, advocacy and operations, and as per the UNCT Gender Equality Scorecard Action Plan, the UN's Gender Equality Theme Group (GETG) will oversee the implementation of a capacity needs assessment and design of a capacity building plan to strengthen the UNCT. The capacity needs assessment will be undertaken during Q3-4 in 2021, to examine the levels of understanding and to identify capacity gaps and learning needs among staff. It will cover staff knowledge and understanding about concepts (e.g., gender equality, women's empowerment, etc.), policies (gender parity strategy, gender mainstreaming strategy) and procedures (reflecting gender equality in procurement and recruitment processes, etc.); and staff capacity to implement these and other gender-related processes. The information will feed into a capacity building plan that will be rolled in January 2022.

OBJECTIVES:

1. Design and undertake a capacity needs assessment of the UNCT in Bangladesh on gender equality and the empowerment of women and girls (Q3-4 2021). The capacity needs assessment will align with the Gender Equality Scorecard Action plan, the Joint Work Plan of the UNSDCF, and the Joint Programming Framework under Strategic Priority 5 (SP5) of the United Nations Sustainable Development Cooperation Framework (UNSDCF, 2022-2026).
2. Design a capacity building plan (2023-2026) on gender equality and the empowerment of women and girls, for the UNCT in Bangladesh.

APPROACH AND METHODOLOGY

The process of developing the UNCT-Bangladesh capacity building plan for GEWE will follow four (4) chronological steps: (1) Preparatory Step, (2) Assessment of capacity needs, (3) Verification and Triangulation, (4) Action Plan Development and Endorsement. This process will take place from mid-October 2021 to 1st December 2021. The revision and validation of the capacity building plan will be done with support from RCO and the Gender Equality Theme Group (GETG), under the technical guidance of UN Women.

THE ROADMAP

Main Activity	Sub-activities	Responsible Agency/Person	Dates
1. Inception meetings with RCO and the Gender Equality Theme Group (GETG)	1.1 Online meeting with RCO and UN Women focal points on contextual issues and approach to the assignment	UN Women and RCO	12 th October 2021
	1.2 Background to the capacity building plan, presentation of draft road map to GETG for inputs and agreement on practical steps, discussion on capacity needs and activities for integration into the GETG annual work plans, discussion on collaborative/team efforts with SPGs, OMT, UNCG, and UNM&E on the UNCT Gender Marker Requirements during the implementation of the UNSDCF and joint programmes (1.5 hours)	UN Women and RCO	26 th October 2021
2. Virtual meeting with the UNCT-Bangladesh	2.1 Background messaging on the intent and purpose of GEWE capacity building plan and presentation of draft road map for feedback and endorsement (30 minutes)	UN Women, RCO and consultant	To be determined
3. Online interaction with the Strategic Priority Group 1 under the UNSDCF (2022-2026)	3.1 Understanding the background to capacity building plan and its corporate benefits	RCO, UN Women and the consultant	28 th October 2021
	3.3 Identifying the capacity needs and best entry points for integrating and implementing GEWE in the JWP for Strategic Priority 1, in line with the UNCT Gender Marker. (1 hour)		
4. Online interaction with the Strategic Priority Group 2 under the UNSDCF (2022-2026)	4.1 Background to the capacity building plan and, identifying the capacity needs and best entry points for integrating and implementing GEWE in the JWP for Strategic Priority 2, in line with the UNCT Gender Marker. (1 hour)	RCO, UN Women and the consultant	31 st October 2021
5. Online interaction with the Strategic Priority Group 3 under the UNSDCF (2022-2026)	5.1 Background to the capacity building plan and, identifying the capacity needs and best entry points for integrating and implementing GEWE in the JWP for Strategic Priority 3, in line with the UNCT Gender Marker. (1 hour)	RCO, UN Women and the consultant	1 st November 2021

6. Online interaction with the Strategic Priority Group 4 under the UNSDCF (2022-2026)	6.1 Background to the capacity building plan and, identifying the capacity needs and best entry points for integrating and implementing GEWE in the JWP for Strategic Priority 4, in line with the UNCT Gender Marker. (1 hour)	RCO, UN Women and the consultant	3 rd November 2021
7. Online interaction with the Strategic Priority Group 5 under the UNSDCF (2022-2026)	7.1 Background to the capacity building plan and, identifying the capacity needs and best entry points for integrating and implementing GEWE in the JWP for Strategic Priority 4, in line with the UNCT Gender Marker. (1 hour)	RCO, UN Women and the consultant	4 th November 2021
8. Administering the UN staff GEWE capacity needs assessment survey	8.1 Prepare, coordinate, and conduct Staff survey, with support from GETG Secretariat.	GETG and the Consultant, HOAs and RC.	1 st -13 th November 2021
	8.2 Triangulation and validation of survey findings		
9. Online interaction with OMT on the BOS	9.1 Background to the capacity building plan, identifying the capacity needs and best entry points for integrating and implementing GEWE in the BOS pillars, and mechanism for resource tracking and regular reporting to UNCT by SP in the UNSDCF, in line with the UNCT Gender Marker procedures. (1 hour)	UN Women, RCO and Consultant	8 th November 2021 (morning hours)
10. Online interaction with the UN HR Working Group and HR focal points	10.1 Background to the capacity building plan, identifying the capacity needs and best entry points for integrating and implementing GEWE in HR manual and staff induction toolkits, and the development and implementation of the UN Gender Parity Strategy (1 hour)	UN Women, RCO and Consultant	8 th November 2021 (afternoon hours)
11. Online interaction with the UNCG	11.1 Background to the capacity building plan, identifying the capacity needs and best entry points for integrating and implementing GEWE in the One UN Communications Strategy, and annual work plan for the UNCG (1 hour)	UN Women, RCO and Consultant	9 th November 2021 (morning hours)

12. Online interaction with the UNM&E	12.1 Background to the capacity building plan, identifying the capacity needs and best entry points for integrating and implementing GEWE in the Results Framework for the UNSDCF, and in the M&E plans for the UNSDCF and joint programmes (1 hour)	UN Women, RCO and Consultant	9 th November 2021 (afternoon hours)
13. Production and validation of capacity needs assessment report	13.1 Production of the report by the consultant	Consultant	8 th – 15 th November 2021
	13.2 validation of capacity needs assessment report with GETG	UN Women, RCO and Consultant	16 th November 2021
14. Production and submission of draft capacity building plan (2022-2026)		Consultant	15 th – 21 st November 2021
15. Validation of draft capacity building plan (2022-2026) by GETG		UN Women, RCO and Consultant	23 rd November 2021
16. Presentation of final draft capacity building plan (2022-2026) to UNCT		UN Women, RCO and Consultant	To be determined
17. Submission of final capacity building plan (2022-2026)		Consultant	1 st December 2021

ANNEX 2: CAPACITY NEEDS ASSESSMENT QUESTIONNAIRE

https://docs.google.com/forms/d/1pRUrZxp9p-4r_10kz0kwEFjyDdlzmSZhGnswxI3pGKU/edit

ANNEX 3: GENDER CAPACITY BUILDING – AVAILABLE ONLINE COURSES ON GENDER

Course	Description
<u>How to Series 2: Gender Equality and Sustainable project management</u>	<p>This course aims to develop and/or strengthen awareness and understanding of gender equality and women’s empowerment as a first step towards behavioral change and the integration of a gender perspective into everyday work for all UN staff at headquarters, regional and country levels. It provides an introduction to the concepts, international framework, and methods for working toward gender equality and women’s empowerment. It also offers users the opportunity to make links between gender and specific thematic areas such as work; education; political participation; emergencies; peace and security; sexual and reproductive health; sexual and gender diversity and human rights; and violence against women.</p>
<p><u>How To Series – Module 1: Implementing Gender Equality Markers</u></p> <p><u>Module 1.1: Implementing Gender Equality Markers – Coding Definitions</u></p>	<p>Module 1: Gender equality markers are a crucial tool in the accountability of financing for gender equality and women’s empowerment. If implemented with consistency across the UN system, they have the potential to document investments being made in gender equality and women’s empowerment by the entire system and by individual entities. Gender equality markers can help us identify where these investments are happening and where there are gaps.</p> <p>Module 1.1: This module provides background information on gender equality coding and provides practice on coding specific initiatives. The module only draws on documentation from entities that have gender equality markers that are consistent with the UNDG guidance. The purpose is to provide additional information on gender equality marker definitions or codes and provide opportunities to practice coding specific initiatives.</p>
<u>How to Manage Gender-responsive Evaluation</u>	<p>This eLearning course is part of the UN Women professionalization initiative to strengthen the evaluation function, a comprehensive, hands-on programme aimed at developing core competencies in managing gender-responsive evaluation for UN Women staff. Created with contributions from UN Women staff located around the world, the initiative is comprised of the UN Women Evaluation Handbook, an eLearning course, and a coaching programme. The professionalization initiative was developed in collaboration between the Independent Evaluation Office, Human Resources, and the Training Centre.</p>
<u>How to Series 4: Mainstreaming Gender Equality in Procurement</u>	<p>This module will allow users to understand why and how procurement is a key enabler for gender equality and women’s empowerment. In particular, the users will: familiarise with the notions of gender mainstreaming in procurement; appreciate the drivers for gender equality inclusion; and learn about useful tools and approaches to drive gender mainstreaming through public procurement.</p>

<p><u>An introduction to CEDAW</u></p>	<p>The objective of this course is to enhance the capacity of UN programme staff, public servants, and civil society at national, regional, and global offices, to support the implementation of CEDAW by national counterparts via:</p> <ul style="list-style-type: none"> • Increased knowledge about CEDAW, including its core principles, core obligations of States parties to CEDAW, the reporting cycle, domestication of CEDAW at national level, and the use of the optional protocol to CEDAW. • Enhanced skills to apply the substantive framework of CEDAW in legislative, policy and institutional analysis and incorporate CEDAW in programming and policy advocacy work. • Strengthened awareness of women’s rights violations and gender inequality and strengthened commitment to promote women’s human rights and gender equality.
<p><u>I Know Gender 1-2-3: Gender Concepts to get Started; International Frameworks for Gender Equality; and Promoting Gender Equality throughout the UN System</u></p>	<p>This course aims to develop and/or strengthen awareness and understanding of gender equality and women’s empowerment as a first step towards behavioral change and the integration of a gender perspective into everyday work for all UN staff at headquarters, regional and country levels. It provides an introduction to the concepts, international framework, and methods for working toward gender equality and women’s empowerment. It also offers users the opportunity to make links between gender and specific thematic areas such as work; education; political participation; emergencies; peace and security; sexual and reproductive health; sexual and gender diversity and human rights; and violence against women.</p>
<p><u>Gender equality pathway for Managers and Programme and Admin staff</u></p>	<p>The overall objective of this learning pathway is to provide development practitioners the opportunity to build and/or enhance their expertise in the area of gender equality and women’s empowerment. Working towards this end, all learning pathway participants are, as a start, trained in common gender concepts, the human rights-based approach, and the strategy of gender mainstreaming, as well as the UN’s work on gender equality.</p> <p>The learning pathway also considers staffs’ employment in distinct branches and provides access to suitable material for programme and operations staff and managers.</p>

<p><u>2030 Agenda for Sustainable Development and Gender Equality</u></p>	<p>The Gender Equality in the 2030 Agenda for Sustainable Development training course aims to develop and strengthen awareness of gender equality and women’s empowerment issues within the context of the 2030 Agenda for Sustainable Development. The principles of gender equality are integral to the goals, targets and indicators embedded across the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs). The course serves as an introduction for beginners in the area of gender equality; it can help gender equality advocates to position and contextualize their work within the 2030 Agenda for Sustainable Development; and it can assist practitioners working on other SDGs, beyond SDG 5 on gender equality, begin to understand how gender equality is related to their work, identify what the entry points for promoting gender equality are, and how gender equality is integrated into the measurement criteria for the achievement of a particular SDG and its targets.</p>
<p><u>Gender-Responsive Monitoring & Evaluation</u></p>	<p>This learning activity provides an overview of gender-responsive monitoring and evaluation.</p>
<p><u>Foundations of Gender-Transformative Approaches</u></p>	<p>Gender-transformative approaches to programming are key to building lasting, positive development outcomes based in equality among women, men, girls, boys, and gender minorities. These approaches seek to engage communities in examining how gender inequalities intersect with other inequalities. They create opportunities to challenge gender norms, promote positions of social and political influence for women, and address power imbalances between different genders.</p> <p>Such programming is often complex and nuanced, particularly where the goal is changing negative attitudes and eliminating harmful practices. Empowering marginalized women and girls is central to gender-transformative approaches. Working with men and boys as allies and champions of change by challenging harmful notions of masculinity is also vital.</p> <p>This course will help you understand what makes a programme gender transformative, why it matters for quality and results-based programming, and what strategic adjustments can be made to your programme so that it becomes more gender transformative. This course also lays the foundation for subsequent courses of this learning path that cover programming for adolescent girls.</p>
<p><u>Gender Equality in Humanitarian Action</u></p>	<p>This self-learning course is based on the IASC's Gender Handbook for Humanitarian Action.</p>

<p><u>Gender and sexuality: Diversity and inclusion in the workplace</u></p>	<p>What is sex? What is gender? What is sexuality? What do we mean by LGBTQIA? How are these concepts related to the workplace? How have our understandings of these terms changed over time, and how have these changes impacted work and culture? To help you answer these important questions, this course will introduce you to the exciting field of gender, sexuality, and women's studies, and to LGBTQIA identities. We will use a range of interdisciplinary concepts, tools, and methods to understand and analyze how identity shapes our experiences in culture and in the workplace. Because we all live with gender expectations, this course is crucial for any profession, and for understanding the world around us. Also, you will learn key concepts that will help you to interpret and understand the world we share.</p>
<p><u>Gender and Development</u></p>	<p>This online course explores why gender matters in contemporary international and community development, asking:</p> <ul style="list-style-type: none"> • What does gender have to do with international development? • Is 'woman' the core of gender and development? • What brings gender and development together? • What is the history of women in international development?
<p><u>Building Gender IQ</u></p>	<p>What are the benefits of equality? What are the costs of inequality? What is unconscious bias, and do you have it?</p> <p>At the end of this course, you will learn that:</p> <ul style="list-style-type: none"> • Many of our ideas about gender have been created by our societies • Contrary to what some people think, there is still a lot of work that needs to be done to achieve a gender-equal world • Each time we question an assumption about gender, we contribute to a more equal world
<p><u>Understanding Gender Inequality</u></p>	<p>Gender equality and the empowerment of women is a United Nations Sustainable Development Goal and has been thrust into the spotlight with the recent #MeToo movement and HeForShe campaign.</p> <p>On this course, you will understand the nature and consequences of gender inequality at work, in the family context, and in the media. You will also address what has been done to challenge gender inequality, and what still needs to happen in the future.</p> <p>The University of Exeter brings an interdisciplinary perspective to the course that will build your awareness of gender issues and the ways to tackle it.</p>
<p><u>CatalystX's Race, Gender, and Workplace Equity Understanding Gender Equity</u></p>	<p>Understand key aspects of business operations and lean management including capacity, productivity, quality, and supply chain.</p>

<p><u>Communication for Development (C4D) - Online Course (unicef.org)</u></p>	<p>This course will introduce participants to the field of Communication for Development (C4D). C4D is an evidence-based process that utilizes a mix of communication tools, channels, and approaches to facilitate participation and engagement with children, families, communities, networks for positive social and behaviour change in both development and humanitarian contexts. It draws on learnings and concepts from the social, behavioural and communication sciences. Participants will learn about key concepts and approaches in C4D and best practices in planning, implementing, and evaluating participatory and evidence based C4D interventions.</p>
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UN in Bangladesh Gender Capacity- Building Plan 2023-2026

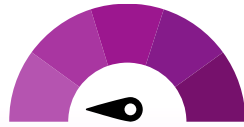
Presenters:

Halima Neyamat, RCO Bangladesh
Elina Hedman, UN Women Bangladesh

UNCT-SWAP GENDER EQUALITY SCORECARD

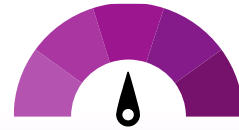


Indicator 5.2 | UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING



Approaches Minimum Requirements

- a)** At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past 12 months.



Meets Minimum Requirements

Meets **2** of the following 3:

- a)** At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past 12 months.
- b)** A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNSDCF 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.



Exceeds Minimum Requirements

Meets **all** of the following:

- a)** At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past 12 months.
- b)** A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNSDCF 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.

INDICATOR 5.2: UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING

Selected UNCT-SWAP Performance Indicator	Comprehensive Reporting 2019 (baseline)	Annual Reporting 2021
5.2 Gender capacities	Approaching Minimum Requirements	Meeting Minimum Requirements

- Gender capacity needs assessment conducted in 2021
- Gender Capacity-Building Plan developed in 2022
- 2023 priority gender capacity development activities:
 - Gender analysis training
 - GRP training
 - HRWG Workshop on Special Measures for Gender Parity (linked to the Gender Parity Strategy)
 - UNCT Gender Equality induction material to be compiled and developed

UN IN BANGLADESH GENDER CAPACITY-BUILDING PLAN 2023-2026

- The Gender Capacity-Building Plan will enable UN staff and personnel in Bangladesh attain a higher level of competence in gender analysis, innovation, and credibility in mainstreaming GEWE into UN programming and operations.
- The GCBP responds to the gender capacity needs identified through an assessment:
 - Individual consciousness and capabilities
 - Capacity to apply formal rules, policies and procedures
 - Resourcing at technical and senior management levels
 - Capacity to address informal norms and exclusionary practices
- The recurring capacity gaps, which interlink, will be addressed through the following broad-based and mutually reinforcing change strategies:
 - Investing in role-appropriate capacity building for inter-agency working groups and agency gender focal points
 - Stepping-up the coordination capacities of the GTG

PROCESS



Why?

- Existence of conscious and unconscious gender bias
- Lack of comprehensive understanding of practical and strategic gender needs, equal rights, responsibilities and opportunities of women and men and girls and boys.
- Differences in ability and willingness to apply the knowledge gained and link it to team-work efforts on gender mainstreaming
- Request for simplified guidance tools for gender mainstreaming in programme/operations



Who?

- The Gender Capacity-Building Plan was drafted by an International Expert Consultant.
- GTG Secretariat provided technical support in coordination with RCO.
- All existing inter-agency groups were consulted, including UNSDCF results groups.
- The plan was reviewed by UN agencies and endorsed by UNCT in February 2023.



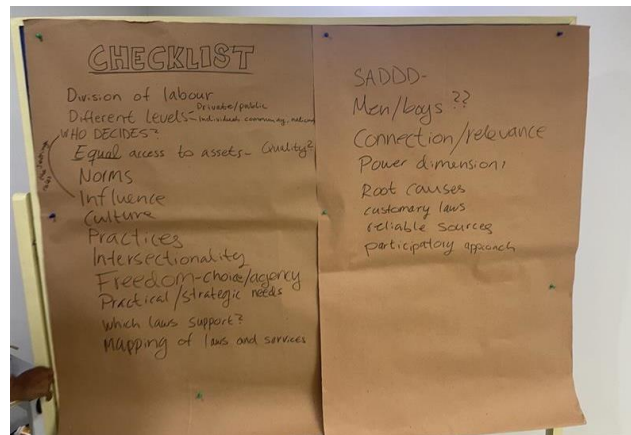
How?

- Capacity needs assessment including consultations, FGDs, survey, and desk review
- Triangulated the different sources to identify gaps in capacity
- Developed the plan based on the needs assessment
- Reviews and validation
- Finalization and endorsement
- Implementation:
 - Investing in role-appropriate capacity building for inter-agency working groups and agency gender focal points
 - Stepping-up the coordination capacities of the GTG

ACHIEVEMENTS 2023

Gender Analysis Training

- Full day session with GTG and gender focal points
- Co-chairs of GTG, Country Representatives of UN Women and UNFPA, gave remarks, as did Country Representative of UNICEF.
- 18 participants from 13 agencies
- Sessions included what constitutes a gender analysis, what are the dimensions of a gender analysis, reflection about power dimensions and roles, case-studies, and reflection on common challenges.
- A first step towards more comprehensive gender analyses



UPCOMING 2023 PRIORITIES

Area/Sector	Activities	Facilitation/Lead
Gender sensitive programming/ UNSDCF	Gender Talks <ul style="list-style-type: none"> • Climate Change • Women's leadership and political participation 	External experts
	<ul style="list-style-type: none"> • Learning session on Inclusive and Gender Sensitive Digitized Food System 	FAO
Gender in Operations and Security/BOS	Training on the technical aspects of gender-responsive procurement system	UN Women HQ Procurement Team and BCO
	Workshop on gender mainstreaming in recruitment, retention, and advancement (linked to Gender Parity Strategy)	HRWG chair, technical support from GTG
Gender equality in communication	Workshop on inclusive and gender-sensitive communication	UN Communication Group task team

CHALLENGES AND LESSONS LEARNED



- **Challenges:**
 - Lack of focus on gender capacity (COVID-19 response, UNSDCF roll out being the priority)
 - Change of leadership
- **Lessons learned:**
 - It is not about people, it is about systems. Institutionalization is key.
 - Focus on immediate priorities
 - Leverage accountability frameworks and commitments
 - Use available mechanisms to advocate at different levels





SUCCESS FACTORS

- ✓ Commitment from the top: RC and HoAs
- ✓ Ownership and involvement of inter-agency groups
- ✓ Keeping gender as standing agenda in UNCT meetings
- ✓ Leveraging accountability frameworks to push priorities
- ✓ Generating and documenting evidence